

<b>Action Coaching</b>	<b>Trainer:</b> Ron Passfield/ Angela Bryan/ Maria O'Leary	<b>Duration:</b> Negotiable
	<b>Max Attendees:</b> 6	<b>Min Attendees:</b> 1
<p><b>Overview:</b> The model adopted is action coaching which is appropriate in the current environment when executives are faced with the need to rapidly adapt to new workplace requirements and changing staff demographics, organisational change and restructuring, technological change and quantum shifts in the global environment. There is increased demand for results and overall accountability.</p> <p>Executives are required to be open-minded and innovative at a time when they are faced with ambiguity, uncertainty and paradox (best illustrated by the term, "risk management"). The action coaching approach challenges fundamental assumptions of executives and supports genuine efforts to overcome counter-productive behaviours that are based on past successes in a different environment.</p> <p><b>Target Audience:</b> Executives and Senior Managers</p> <p><b>Content:</b> Action coaching is distinctive in that it:</p> <ul style="list-style-type: none"> <li>• Goes beyond self-awareness to action and accountability for action</li> <li>• Links individual and organisational goals</li> <li>• Emphasises systemic constraints as well as personal constraints to performance improvement</li> <li>• Is eclectic in nature</li> </ul> <p>Action coaching <b>uses increased self-awareness as a catalyst for action</b>. The process involves building from self-awareness to clarify goals and action steps required and building in accountability for those actions. Reflection on the effectiveness of action taken serves to enhance the feedback loop to refine further action and achieve greater outcomes.</p> <p>Action coaching is concerned with translating personal insights into actions that lead towards the achievement of organisational results. It <b>links personal and organisational goals</b> and seeks to clarify and resolve any differences in perception and aims at the individual and organisational level.</p> <p><b>Process:</b> Action coaching involves coaching with <b>an awareness of the organisational context and systemic obstacles</b> to behavioural change. Action coaching focuses on developing strategies to use knowledge and to gain a return on investment from other forms of training and development.</p>		

For example, a client executive may have the requisite competence for a task but lack the confidence to use it in the particular organisational context. The coach would explore the systemic barriers and work with the client to remove these barriers. This may involve the coach in helping the executive to clarify goals at a more senior level; facilitating a role negotiation with a boss, colleague or subordinate; conducting a brainstorming or team-building session with the executive's group of managers; or facilitating one-to-one or group conflict resolution. A range of instruments could be employed including a 360 Degree feedback process.

Action coaching is **eclectic** in nature so that we are able to incorporate processes such as values clarification, personality testing, force field analysis, concept mapping, conflict resolution, and creative thinking to help clients increase self-awareness, identify blockages to progress and develop strategies for action.

#### **Structure:**

The eight key steps of the **structured** action coaching process are:

1. Determine what needs to happen and in what context
2. Establish trust and mutual expectations
3. Contract with the client for results
4. Collect and communicate feedback
5. Translate talk into action
6. Support big steps
7. Foster reflection after action
8. Evaluate individual and organisational progress

The formal coaching process commences with a half day face-to-face meeting to determine goals, needs and current obstacles to moving forward. This may involve the use of self-assessment instruments or the sharing of existing feedback (e.g. from a 360 Degree feedback process for example).

The half day meeting would be followed by fortnightly contact (usually by phone for an hour) over a 3 month period.

#### **Facilitators:**

Our three coaches – Ron Passfield, Maria O’Leary and Angela Bryan - are all experienced in working with senior managers and executives in a coaching capacity. For example, as National Change Manager for ANTA’s Flexible Learning Leaders Program, Ron worked in a coaching role with Executives and Senior Managers in TAFE Institutes around Australia to help them develop flexible learning capability in their organisations. Maria was a development coach with the Mater Hospital Executive Leadership Program. Angela has specialised expertise in organisational communication, as well as experience in facilitation, team building, mediation, individual and career counselling and coaching services. Given the breadth and depth of their coaching and organisational experience, our facilitators are able to tailor their coaching approach to meet client requirements and employ a variety of techniques to maximise effectiveness.