



Coaching

Our Approach

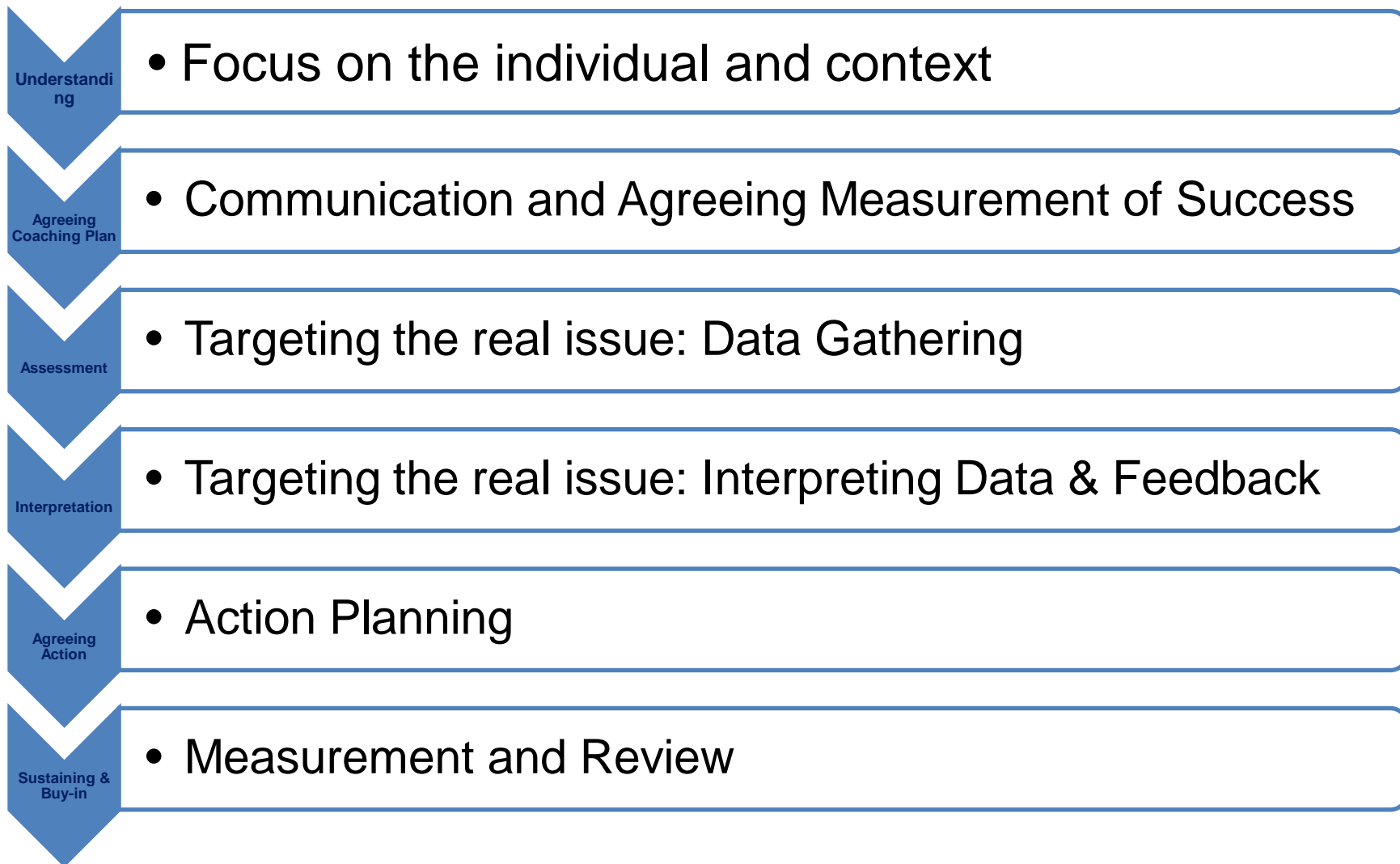
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Coach Roles

A coach can :

- Be a confidante , expert support and guide
- Be brought in to address a performance need
- Do both

Our Coaching Approach



1. Focus on the individual in context

- Each person is different in their needs around coaching , their openness to the process and acceptance of feedback from others. It is critical that a coach aligns with the needs of the coachee. With decades of global experience as master trained coaches of leaders at all levels along with deep knowledge of adult learning and adult development theory, we are well placed to meet your needs.
- Additionally, the environment in which a coachee finds themselves often impacts the coaching content and method
- Coaching starts with the situation the individual finds themselves, along with their aspirations. This context defines the content, method and even type of metric that could be used to quantify effectiveness of coaching

2. Communication and Agreeing Measurement of Success

Examples of methods to communicate with the coachee include:

- One-to-one meetings
(in person, with coachee, manager, team members etc.),
- Via telephone
- Online e.g. Skype, GoToMeeting

Ashley Miles Consulting uses best in class confidentiality agreements (or we will use existing client documentation) . How we communicate, when and with whom are agreed in advance with the coachee and sponsor of the coaching assignment

A coaching agreement is the plan on what to focus upon, how coach and coachee will communicate and measurements of success. This tends to be agreed with the coachee and his/her sponsor

3. Target the real issue: Data Gathering

- A coach can be a confidante , expert support and guide. If brought in to address a performance need, the “presenting” issues can be just the *symptoms* of issues. To be effective in coaching we must uncover the *causes*. This is done through questioning techniques and gathering additional data utilizing world-class assessments
- Which assessments depend on the nature of the need of a coach
- Assessments can take the form of individual perception only (self-assessment), team assessment, manager assessment, or 360 (involving coachee, manager, customers, peers, direct reports and others as necessary). Examples of world-class validated assessments we are certified to use include:
 - Leadership Competency (Lominger, LRI and other)
 - Team Leader Effectiveness (Based upon Hersey and Blanchard’s “situational leadership”)
 - Conflict-management styles
 - Behavioral assessments (e.g. DISC)
 - Work pair coaching (e.g. to address conflict and improve performance between two colleagues)
 - Emotional Intelligence (Genos test)
 - Political Skill Inventory (the only validated assessment world-wide for positive political skill)

4. Target the real issue: Interpreting Data & Feedback

- Feedback from others known to the coach is obtainable for most assessments. (Team feedback is gathered and presented anonymously)
- Coach guided one-to-one individual feedback based on results

5. Agreeing Action

- First 90 Days (specific coaching plan based on a process to empower those new to the role or organization)
- Completion of Individual Development Plan (with SMART learning objectives)
- Team Chartering (a team “contract” which can include objectives around leader communications, decision-making and other processes that impact team performance and morale)
- Obtaining guidance from manager, team, customers or others around performance standards, criteria, priorities and measurement (can inform objectives for the coach)
- Conducting periodic measurements and review against standards of improvement during the assignment
- Reporting (e.g. to manager) where appropriate during coaching assignment
- Coach assisted ways to give constructive feedback on feedback to others
- Coaches have knowledge of the main Human Resources Information Systems (e.g. SuccessFactors) and can guide coachees on creating and maintaining their development plans and objectives in the system

6. Measurement and Review

- First 90 Days (review success against coaching plan objectives after the coaching assignment)
- Completion and manager review of the coachee's Individual Development Plan (IDP)
- Team Chartering (review success against team's agreed norms, procedures etc.)
- Review and evaluate performance standards, criteria, priorities and measurement (incl. objectives)
- Conducting periodic measurements and review against standards of improvement at the end of and after the coaching assignment
- Coach and sponsor of coach to evaluate behavioral improvement based upon pre-agreed criteria of the coaching contract (where appropriate). This should be based on quantifiable measures

Coaching & Consulting - Our Background

Our clientele encompasses a wide array of organizations (Fortune 10 to small organizations). Ashley Miles Consulting and affiliates are highly trained in coaching and consulting skills and has partnered with clients globally over decades.

We have competence and certification in coaching and consulting individuals, project/matrix teams, departments, leadership teams and CEOs.

Examples of consulting projects include:

- Change implementation (growth, downsizing, start-up, turnarounds and merger & acquisition)
- Developing and implementing leadership training programs
- Implementing organizational assessment and improvement around employee engagement
- Team performance challenges
- Developing and implementing core competencies
- Developing and implementing performance management processes (incl. online systems)
- Organizational Network Analysis

...or multiple other needs, we will tailor solutions to your needs and budget.

Coaching – Find Out More

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