



Coaching for Managers - Lot 5

**The BICK
Consortium offer**



A learning organisation is an organisation which creates an environment whereby its' employees are perpetually capturing & exploiting learning opportunities, for the further development of both themselves and their organisation".

Peter Senge: The Art & Practice of the Learning Organisation

COACHING FOR MANAGERS

lot 5

The BICK Consortium

The BICK Consortium is a multilateral partnership of four European talent development companies with extensive experience in the private and the public sector (Bernard Julhiet Group, Grupo Inmark, COK, and Kienbaum). In 2011, the Consortium was awarded by the European School of Administration, as part of the contracting authority of the European Commission, a four years contract (30-CE-0428590/00-04 EPSO/EAS/2010/116 Lot n°5 – Coaching for Managers) to provide coaching services to managers in the European institutions, agencies and other bodies. The BICK Consortium was also awarded lot 2 (training for middle managers lot) and lot 3 (training for senior managers).

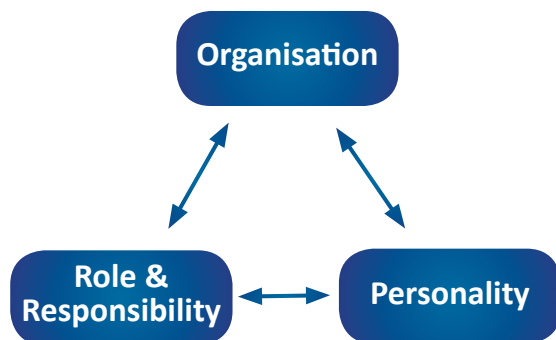
What is coaching?

Coaching is not descriptive nor is it learning theory. It aims to accompany behavioural change and the transfer of learning. At the heart of the coaching process stands the development and activation of the existing resources of the coachee, which means that the process looks less at the past, but actually taps proactively into dormant potential for solving the challenges the coachee faces in his or her future roles and responsibilities. In this sense, the coaching scheme always revolves around tasks and actions and concentrates on required applied skills of the coachee.

Coaching has thus a strict focus on goals, solutions, and existing resources, designed to promote concrete changes in leadership and management behaviour – in terms of the individual goals and areas of interest of the coachee – and to help complete management and leadership tasks more effectively as a result.

Generally speaking, the coachee's questions are viewed from **a multi-perspective point of view**, since the managers are placed in a multi-faceted interplay between their organisation, their roles and responsibilities, and their own personalities in the management context.

- **Organisation:** In which structures, processes, and cultures do the client's tasks take place?
- **Roles and Responsibilities:** What are the specific roles and responsibilities of the client in the organisation?
- **Personalities:** What are the dispositions, regulations, needs, and motivations of the client?



The combination of multiple methods and multiple perspectives leads to a bespoke design for the coaching process **addressing the complexity of the target group's daily experience**.

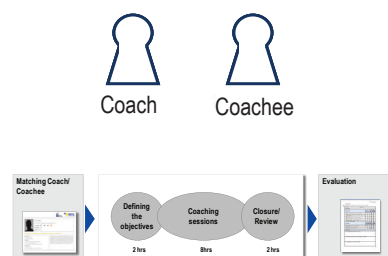
The BICK Consortium works with approximately 40 coaches with different specializations, backgrounds and coaching approaches.

The BICK Coaching offer

The BICK Consortium offers different types of coaching services under its framework contract:

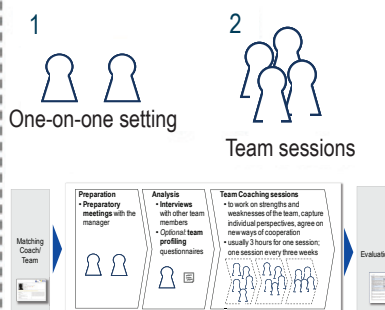


Individual Coaching



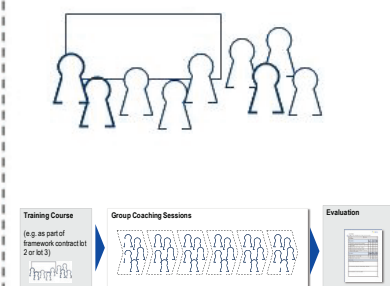
- One-on-one setting
- Mostly 12 hours
- Tripartite contract recommended

Team Coaching



- Combination of one-on-one setting and team settings
- Tailor made process

Group Coaching



- E.g. as follow up of a training course
- Individual coaching in a group setting

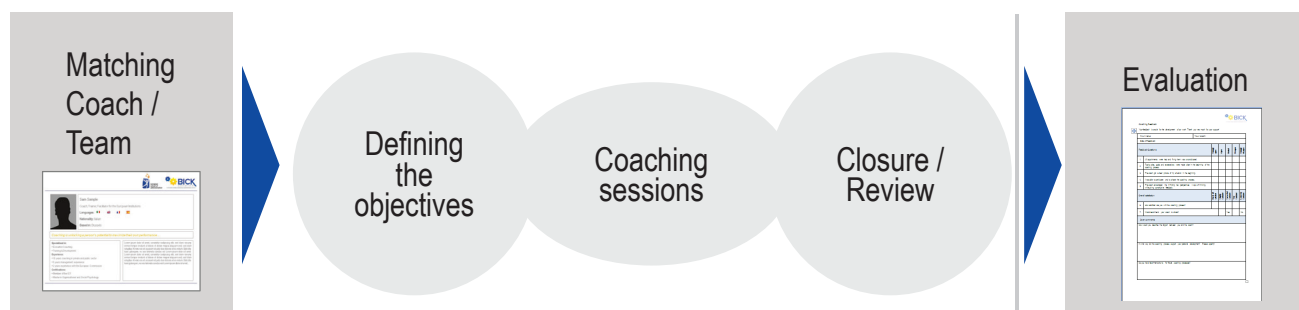
Individual coaching

Individual coaching can be a very effective mean of development in a variety of situations for managers in the European institutions, such as:

- **Professional changes**, e.g. appointments to a higher level, taking on a new team, mobility across institutions and locations etc.
- **Managerial challenges**, e.g. managing people (division of labour and delegation), leading teams and coaching individuals (inspire, motivate, grow), managing conflict & mastering cultural differences, managing staff reductions (5% p.a.), organizational change and restructuring
- **Personal development**, e.g. strategic network development, coping with increasing work pressure, time management, preparation for the selection process for a new position
- **Skill development**, e.g. negotiation skills, presentation skills, influencing skills, public affairs skills

Whereas the content of each coaching is very specific and individual, the process adopted is very similar for all coachings in the European institutions.

The **standard process for individual coachings** is as follows:



The standard package consists of 12 hours of coaching, calculated as three days of coaching.

Selection of the coach

At the heart of all coaching activities stands the profound and positive relationship between coach and coachee. Such a relationship built on mutual trust requires the choice of the right coach. For this reason, the coach's absolute confidentiality about all contents of the coaching is vital for developing a positive relationship with his or her coachee. The aspects addressed with the coachee are treated with utmost confidentiality. This seal of confidentiality can only be broken upon the expressed wish of the coachee.

BICK collaborates with a network of highly experienced and qualified, engaged freelance coaches familiar with the European



administration, the context of public organizations and the specific challenges managers face in the European institutions. All coaches have gone through an accreditation process by the European Institutions and present themselves in the **book of coaches** released by EuSA and BICK:

<http://coaching.bickconsortium.eu>

Username: *coachbook*

Password: *coach*

We know, choosing one coach out of nearly 40 highly qualified coaches is not always an easy task. Therefore every manager has the possibility to preselect up to three coaches for **preliminary meetings** (face-to-face or by phone). These 30 minutes of initial contact usually give good indications on who is going to be the best coach for the very specific situation the manager finds him/herself in.

The coaching sessions

The rationale for the individual coaching lies in the **objectives** defined at the beginning of the coaching process between coach and coachee. It is recommended to involve the coachee's hierarchical superior and/or a representative of HR in the definition of these objectives, e.g. by assisting a part of the first coaching session. These **triangular coaching contracts** (coach, coachee, N+1) help ensuring alignment of the individual coaching objectives with organisational objectives.

Throughout the following coaching sessions, coach and coachee work on the objectives defined in the first session. The methods and instruments used in the course of the individual coaching depend on the objectives and areas of interest as well as the personality of the coachee and the specific background of the coach. The BICK coaches draw on a broad repertoire of possible means and methods for analysing the problem or situation in question and for developing new perspectives or ways of thinking and working. Openness and transparency by the coach about methods and instruments are the foundation for a positive and trustful relationship.

It is also possible to combine the coaching with the **introspective tools** offered by the BICK Consortium. Please refer to the attached document for more information on PerformanSe and BICK 360°.

The **timeframe** for each individual coaching process depends to a considerable extent on the individual goals and areas of interest pursued in the coaching. Generally speaking, one coaching session lasts 1.5 to 2 hours; the intervals between the sessions are usually between two to four weeks. The maximum length of a 12 hour coaching assignment is **six months**.

Evaluation of individual coachings

To ensure quality, to find out whether the coachees were satisfied with the coaching as such and whether the coaching had a positive **impact on their performance** as a manager, BICK evaluates all coachings with an **evaluation questionnaire**.

It is also possible to request more comprehensive evaluation reports to get deeper insights into the managerial challenges the organisation is facing. Please contact us for more information.

Team Coaching

Team coaching refers to the shared tackling of current problems by a team, its manager, and an external coach. In this setting, the coach acts primarily as a facilitator for the process, source of new impulses, and methodological support, who leads the team systematically towards a solution in a defined timeframe and monitors its results. He or she helps survey the as-is situation, prioritise the problems, and reach specific agreements. At the same time, the coach is a source for effective input who can explain the typical reasons for certain problems on the basis of his or her experience, name opportunities for change, offer theoretical concepts and the best-practice models of successful teams, and enable their transfer into the reality of the team's work.

Typical situations that constitute a need for team coaching can include:

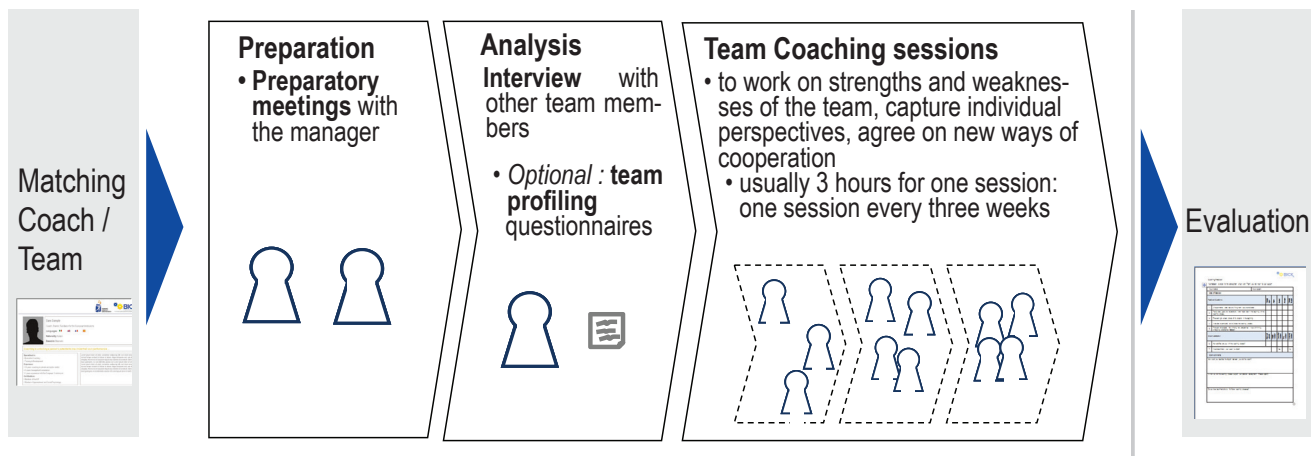
- Unresolved conflicts between individual team members that lead to problems in the working climate or to breakdowns in communication or the flow of information
- Ambiguous roles which lead to conflicts of authorities and uncertainty regarding individual responsibilities
- Restructuring in the team or its immediate environment that leads to insecurity or certain fears of loss
- A lack of shared norms or rules for cooperation and no agreement on the factors for successful teamwork

These frequent problems often lead to ineffective or inefficient work in the team and to a loss of satisfaction, often resulting in absenteeism due to dwindling motivation or similar problems.

Team coaching offers particularly good opportunities for combining self-reflection or specific work phases with taught input from the coach as a means of establishing a shared set of know-how concerning helpful concepts for teamwork.



Team coaching can be a one-off measure, but is usually conducted as a **process with three to four required sessions** as it is the case in individual coaching.



Preparation of the Team Coaching

Every team coaching needs to be prepared according to the specific needs of the team. At the start of the process stands **the preparatory meeting with the leader of the team** (and possibly with HR) to define the background situation, the purpose, and the chosen approach for the team coaching. The coach will in close cooperation with HR and BICK define the scope of the team coaching process and therewith the number of preparation and delivery days involved.

Analysis phase

A thorough analysis of the team's situation will always be the **first intervention**: different viewpoints are captured, the situation is analysed in more detail and objectives will be redefined. This analysis of the team's situation can take different forms, e.g. interviews with all or selected team members, profiling questionnaires to be filled out by the team members, preparatory questions sent by e-mail...

Based on this analysis the coach will design the interventions of the team coaching sessions.

Team coaching sessions

The content and set up of these team coaching sessions depend very much on the team's situation and the objectives defined in preparation to the team coaching sessions. Thus, similar to individual coaching sessions, the content of the team coaching sessions is different for each team. Typical topics worked on during the team sessions are using the team's strengths, capturing individual perspectives, agreeing on a new way of collaboration, enhancing open communication...

At the beginning of the coaching measure, it is also important to address the culture and, therefore, the relationships in the team as a vital foundation for effective work. Trust-building exercises and measures designed to inspire mutual understanding and help the participants see their peers' perspectives should typically be central in this respect. The following **methods** have proved helpful for this purpose:

- Sociogramme of the team / system reconstruction / placement exercises
- Perspective-switching techniques
- Interview techniques drawn from systems theory
- Shared production of guidelines for cooperation
- 1:1 feedback on the basis of these guidelines
- Discussion of short case studies
- Self-perception exercises (in intensive exercises or guided self-reflection)
- Exercises and elements to experience group dynamics
- Role-plays with integrated observation and personal spot feedback (by the other participants or the coach)

Group Coaching

Situations of change require a setting for exchange amongst managers. Group coaching as a special form of team coaching provides the possibility to link managers to strengthen their leadership skills, foster exchange between the managers and create a common understanding of the challenges ahead. Combining group coaching sessions with individual coaching session has proven to be an effective mean to help transitioning into the new roles.

The settings can for instance be the following:

- Directors of one organisation sharing best practices, aligning strategies, sharing knowledge, creating efficiencies
- Managers of one hierarchical level redefining their roles to execute effectively against their changing roles resulting from organizational restructuring
- Managers of one organisation developing common leadership principles and guidelines and exchanging on mutual expectations
- Newly appointed managers of one organisation reflecting on managerial best practice
- Heads of Unit with their Deputy Heads of Unit of one organisation commonly reflecting on their leadership roles and responsibilities

Group coaching can also be set up as a follow up of training courses to further practice the skills acquired throughout the training.

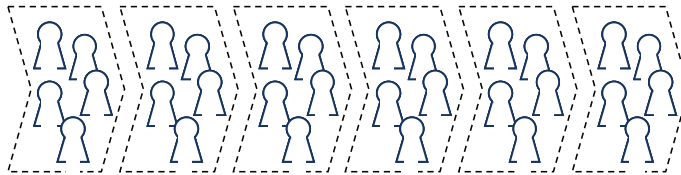


Training course

(e.g. as part of framework contract lot 2 or lot 3)



Group coaching Sessions



Evaluation

The advantages of group coaching:

- cost effective way to enhance learning success
- shared learning and development experience
- networking across units, DGs, institutions (depending on set up of coaching group)

Please do not hesitate to contact us for further information or case studies.

CONTACTS:

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