

CHALLENGE & INSIGHT PORTFOLIO

Advanced Coaching & Mentoring Tools



Introducing the Challenge & Insight Portfolio (CIP)

The CIP is a collection of tools and techniques for people who act as a coach or mentor to other people. Whether you are a professional coach or are required to run occasional coaching sessions at work, these tools will be invaluable to you. They are designed to:

- Improve your confidence in handling coaching sessions
- Help you improve the depth and overall quality of your coaching sessions
- Provide you with questions that enable you to challenge people
- Make it easier for you to ask difficult questions
- Help you to structure your coaching sessions for maximum impact
- Relieve some of the pressure you may feel during a coaching session to think on your feet
- Provide you with support material that will save you hours of work following up on the coaching session
- Increase your coaching skills and your credibility/reputation

It is not only you as a coach who will experience the benefits of using this approach. The person being coached will:

- Feel genuinely challenged and inspired by your approach
- Place a very high value on your coaching sessions and the thoughts and actions they inspire
- Be impressed with how you have helped them to think differently
- Feel comfortable with the style and structure of your approach and with your professionalism
- Be impressed by the quality of the support materials you provide for them
- Make real progress on the issues that matter the most to them and to their organization

Accreditation:
You can become licensed to use the material with your own clients
A license for life that is transferable wherever your career takes you

Different Products for Different Coaching Assignments with flexibility built in

We recognise that there are huge differences in style and approach to the coaching process. As a coach you will have your own views on structure and have developed your own way of asking questions and helping people discover their true potential. The CIP is designed as a flexible tool and you will find many ways in which it can be used. You will find it very easy to mould the CIP tools around our approach so that you feel comfortable with the

process. In addition, we recognise that your style and structure will change for different people. There is not a one size fits all approach for coaching. For example the questions you ask and how you ask them may well change if you are working with a CEO or with a Sales Manager. So you can choose from main products and then customise these according to the need.



The Challenge & Insight Portfolio
A selection of tools that enable you to customise your coaching session around the needs of the person being coached.

Product	A coaching/mentoring tool	Who might use it as a coaching tool?
ECI Executive Challenge & Insights	Designed to be used with executives, CEO's, board members, senior managers and business leaders. Helping executives overcome the challenges they face with confidence	Executives, senior HR professionals, senior internal consultants and external consultants
SCI Strategic Challenge & Insights	Designed for executives, business managers, management teams and those in charge of sales, profitability and strategic thinking. The approach also works for those in support functions who have to align their strategy to the business. Resulting in better strategic decisions and clearer strategic thinking and planning	Executives, Directors, senior HR professionals, OD and internal change consultants, external consultants and those responsible for strategic planning within the organisation
LCI Leadership Challenge & Insights	Designed for those in the middle of an organisation who are responsible for leading individuals and teams. Resulting in significant improvement in leadership behaviour and consequent levels of motivation and productivity from staff	Directors, managers, HR professionals, internal consultants, people with a coaching and mentoring role, and external consultants
PCI Professional Challenge & Insights	Designed as a highly flexible tool that will adapt to a wide range of professional roles such as sales executives, project leaders, technical professionals and people in support functions	Directors, managers, HR professionals, internal consultants, internal people with a coaching and mentoring role, external consultants

Challenge & Insight - support tools to use during the coaching session

Central to the CIP are sets of coaching cards. Each of the CIP products has a unique set of cards and these are designed to be used during the coaching sessions themselves. In designing them we

compiled every tough and challenging question we have asked during a coaching session and transferred these onto laminated cards. The cards are divided into suits and there are roughly 10 questions in each set. So

each product contains 60 or more question cards.

When using these during a coaching session you can choose which ones to use and when, there are no fixed ways to use them.

Each card contains a well researched and proven tough question

They enable you to ask tough and challenging questions in a non-threatening way

Getting to significant issues faster than through traditional coaching

Making coaching sessions more dynamic

The cards are designed to raise awareness of important coaching issues

You can use the cards to highlight the priority areas to work on

You can use the cards to focus on specific things

The best new coaching method on the market



The Suits

Each of our products is divided into 'suits' which help to provide structure to the coaching sessions and

identify the main priorities to work on. The suits have been constructed to allow you to work at macro level by using

them to identify the main problem areas or at micro level to drill down to specific problems and issues.



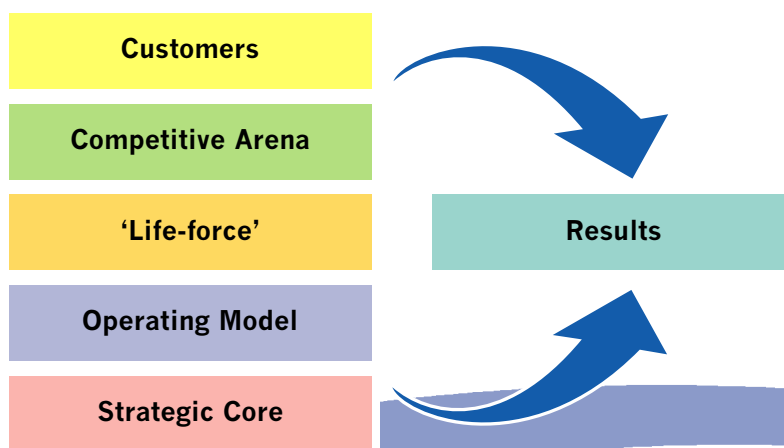
Executive Challenge and Insight

The suits deal with the pressures of life at executive level. They focus on the relationships that matter and the reality of political life at the top of the organisation.



LCI & PCI

The suits are designed to be used flexibly. Choose the suits to match the reality of the role. The suits cleverly show the difference between merely competent performance and exceptional performance.



Strategic Challenge and Insight

The suits are designed to facilitate and encourage strategic thinking. They raise awareness of the key components of strategy and change and lead to clear action plans.

Moving To Action - The CIP Challenge Sheets

Clearly the important part of coaching comes at the end of the sessions when the person being coached begins to commit to action. We have provided you with a valuable resource that will enable you to provide

professional follow up material but with minimal work from you. We have taken each of our challenge cards and have written a one or two page summary sheet per card. Each one of the coaching sheets can

provide the basis for a further complete coaching session. They also ensure that you as the coach have a wealth of background information about each card which will increase your confidence in using them.

Clear explanation of why this question matters

They explore what will happen if the problem is left unresolved

Straight talking and grounded in the reality of business life

T5 - No	I am ruthless at dealing with people who under-perform
Why this is important?	Ruthless is a very strong word! However, it is really important that under-performance is tackled quickly, fairly and with confidence. It is always clear to the whole team when someone isn't pulling their weight, delivering what they have promised and is generally underperforming. People are often the most expensive part of any business; they should also be the most valuable asset! If you are not addressing performance issues then you are throwing money down the drain.
What problems might you have if you don't get this right?	<ul style="list-style-type: none"> Most importantly, YOU will not be able to deliver as effectively as you would be able to if you were dealing with any underperformance The longer you leave under-performance the more difficult it is to tackle If you don't tackle underperformance, the rest of your team will think you are weak or that you are displaying favouritism There is a strong change that underperformance will spread like a virus. 'It must be okay if he accepts this from others' It is very unlikely that your boss is unaware of underperformers in your team. She will be expecting you to deal with this
Tough Questions	<ul style="list-style-type: none"> Are you over resourced? You might be if you can afford not to tackle underperformance Are you honest with people when they are underperforming? Do you duck the issue and turn a blind eye? Are you close enough to KNOW who is underperforming? Have you thought through how this affects your image and your delivery?
What could you do about it?	<ul style="list-style-type: none"> It is important to be really clear about your expectations your view on good and poor performance with each member of your team If you have avoided this for some time, you might need to create a situation where you can introduce a new regime, a new year, new goals, a new climate. This can be a new year, new goals, a new change, a new job for you. If you can do this, the team will implement your new style quickly and clearly Encourage your team to assess themselves against specific criteria How many people know that they are underperforming and will discuss it - they might not want to get help from you

G6 - No	I have a strategic plan
Why this is important?	There is an old saying 'if you don't know where you are going, any road will do' One of the prime roles you have is to provide your team with a clear and shared sense of direction. Just about every piece of research into high performance leaders and managers concludes that a great manager will spend serious time in building a clear plan for the future. The more clarity you can bring to the future, the stronger you will be. The other key issue to consider is that right now, a leading competitor will be working on a decent strategic plan. Your inertia can have serious repercussions for your organisation because generally speaking, if you are not planning to take the business forward, you are probably going backwards.
What problems might you have if you don't get this right?	<ul style="list-style-type: none"> You are probably confusing your customers Your business results will suffer Your team may be drifting right now Your boss will notice a lack of clarity about where you are heading and this will reflect badly on you You will find it difficult to empower people. Unless people are clear about where they are heading, empowerment is a dangerous thing You will struggle to make decisions because you lack a frame of reference (a plan) to provide them with a clear context People will not enjoy working with you You will probably be seen as an operational leader
Tough Questions	<ul style="list-style-type: none"> Without a plan for your future, you are failing as a leader. Can you live with that?
What could you do about it?	<ul style="list-style-type: none"> Many people fail to develop a strategic plan because they lack knowledge and skills. So, make sure you really understand how to develop a business strategy Start working on it - schedule time on your own to reflect on what you need to develop and who you need to involve Engage your team, Start with a one day off site to get the process moving. If you are comfortable facilitating this, then that's fine. If not, bring in some help Find out who is good at strategic planning in your organisation and meet them. Buy them lunch Make the development of a clear strategic plan a high profile priority for you It doesn't matter whether you are a manager or a support function, you should have a plan

Follow-up or further questions to reflect on

The sheets deal with both sides of an argument. Whether you agree with a card statement or disagree, the cards still offer practical help

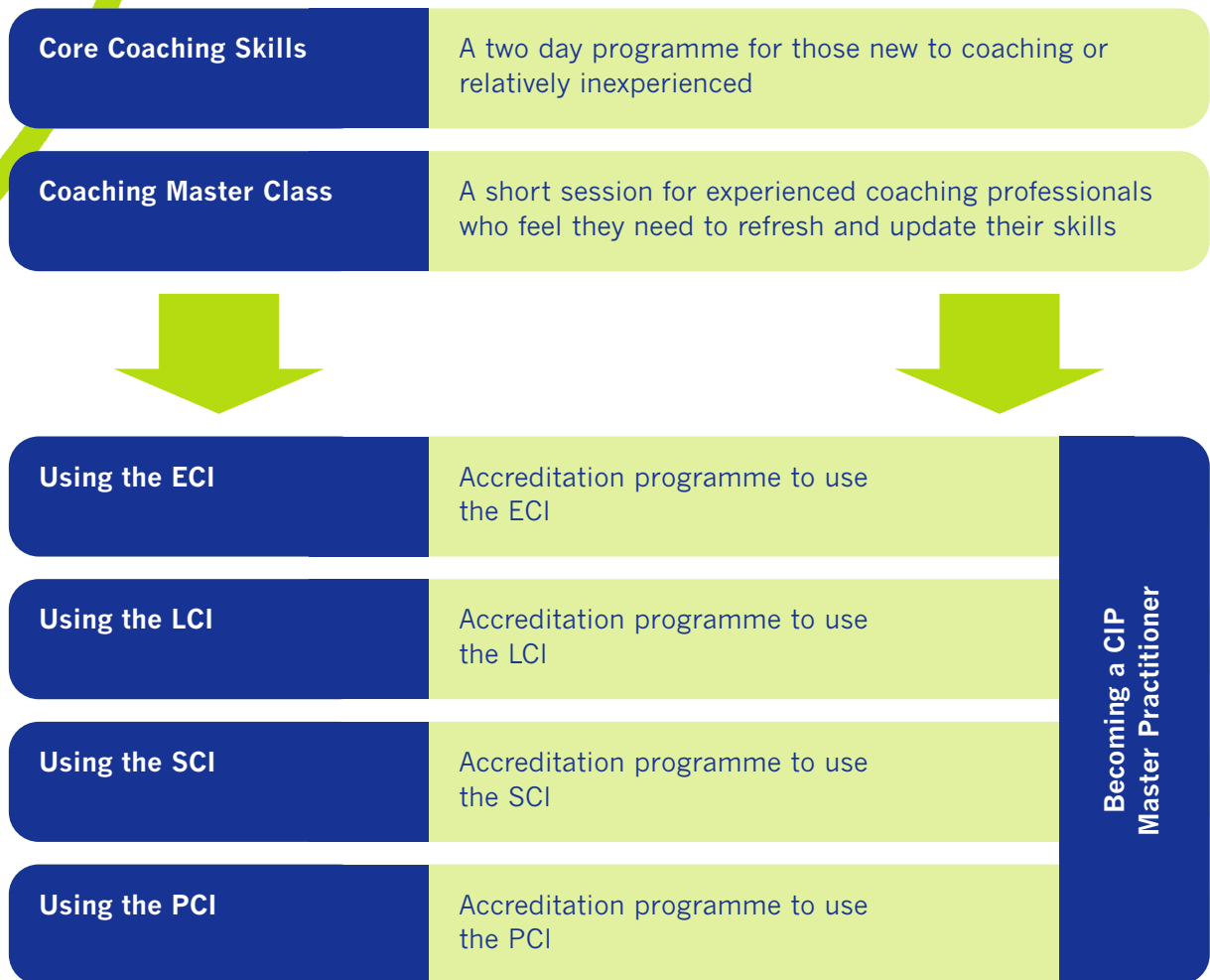
Suggested actions, hints, tips and next steps

Your Next Steps - Becoming accredited

CIP is designed to be used by people who are already competent and have experience in coaching. If

you are new to coaching we can offer you a core coaching programme to bring your core skills up to

the required level. The following diagram shows the accreditation process.



Once accredited:

- You are licensed to use the material with your own clients
- You have the license for life and it is transferable wherever your career takes you
- You will be able to prove your credibility as a coaching professional
- You will have clear evidence of your own continued professional development

For Details of other DTC support tools and products
Phone 023 9283 1102



Coaching

Support

We employ highly experienced business coaches who are skilled in all areas of the products outlined in this brochure. Our coaching professionals are also experienced managers and directors who have worked at board level. If you need the support of an external coach, give us a call.

Development

We can provide comprehensive learning and development programmes in all areas covered by our Challenge and Insight Portfolio.



The Strategic Map Model

A powerful experience for managers and management teams. People learn about strategic thinking and planning whilst working on real issues.



The Change Leadership Model

A workbook that takes people through the whole change process. It explores why people resist change and how to deal with this. It also contains practical advice on how to improve the chances of change being successfully implemented.

For further information please contact:

The Development & Training Company Limited
61a Castle Road, Southsea, Hampshire PO5 3AY

Tel: 023 9283 1102 Fax: 023 9283 0976
www.development-training.com
email: info@development-training.com

