



Coaching with your system in mind

At Matthew Radley & Associates we pride ourselves on **working in partnership** with organisations. In addition to ensuring that every Coaching Programme we deliver is designed specifically with the needs of the organisation, team and individual members in mind, this partnership approach also enables us to develop **a deep understanding of the interconnected nature of the system** within which the coaching is taking place. We understand that changing something in one part of a system has an effect on the rest of the system. This document poses some questions to consider to **fast track our understanding of your system** to ensure maximum return from your coaching investment with us.

Understanding your context

We have found that starting with the system in mind can really accelerate learning and change at an individual, team and organisational level. We would encourage you to think about the following:

- What changes or challenges is the organisation currently facing?
- What are the organisation's strengths and achievements?
- How would you describe the culture of your organisation? Is a 'coaching leadership' style a predominant one?
- What is the aim of coaching in the organisation and how has this been identified?
- What would the organisation expect to see as a result and how might this be measured?
- How do coaching initiatives fit with other strategies and initiatives in the organisation? E.g. business strategy, existing leadership development, learning & development strategies and plans, talent management processes etc.
- How will the coaching offer be governed and how will commitment be gained from key business leaders? Do you have a senior leader who could champion the initiative?
- Who is offered coaching?
- What role does HR play in supporting the coaching offer?
- What are the processes, guidelines and systems that support the coaching offer?



Matthew Radley & Associates
Executive Coaching Consultancy
We coach - you lead with confidence

At Matthew Radley & Associates we can **support you in developing a Coaching Strategy** that will help you to think through what you want to do and how you want to do it. This strategy will also act as a vehicle for getting everybody on board who needs to be, and all moving in the same direction.

Sharing of information

The more organisational information that you are able to share with us, the more we will be able to understand the system in which you are working and we are coaching. This knowledge will help us to ensure that all elements are “in the room” in a coaching session. The following are often useful sources of information:

- Business strategy / organisational vision / mission statement
- People plan / strategy
- Organisational values / leadership behaviours
- Performance appraisal system / personal development plan / succession plan
- Existing training and development programmes

Anything else?

Who might we benefit from speaking to?

We offer the provision of **stakeholder interviews** to ensure that as many of the views of the system are brought to the table for Coaching Session 1. As the coach, it is important to stress that our responsibility wouldn't be to “fix” any issues raised, purely to surface insight and perspectives. It is also important to note that our coaches operate best by being in the ‘not knowing’ space – there is a balance to be struck between understanding the context of your system and knowing too much so that it distracts the coach from the client in front of them!

We would encourage consideration of the following:

- Who will be the key contact in the organisation for this work going forward?
- Key stakeholders - who holds a stake in this coaching initiative?
- What might success look like for these different groups / individuals?
- What is the role of the Board / Executive team?
- Who are the advocates for coaching within the organisation? Who could be the cynics / blockers?



Return on Investment

As mentioned above, before the coaching assignment starts, we would encourage you to think about what would be different as a result of the coaching and how might this be measured:

- What evaluation methods will best fit the coaching offer and ensure sustainability, given the project size, scope and purpose?
- Who needs to know?
- Is establishing a baseline important? What are the pros and cons of evaluating hard data measures alone without the context of the organisation and/or individual's career ambitions & personal development objectives front of mind?

Organisational learning

“ Coaches can reach into the bowels of an organisation in a way that other interventions cannot ”

(Maxwell, 2013).

Whilst this may be a rather colourful metaphor, thought needs to be given to the opportunity that coaching offers for **organisational learning**, and consideration should be given to how this information can be fed back for maximum impact. The behaviours of the individuals and teams are often signposts for what is really going on at that level of the system. Client confidentiality is of course paramount to us and we would work with you to ensure that this information is fed back to the organisation in a way that respects the confidentiality of the individuals involved.

Creating your bespoke organisational approach to Professional Coaching

This is our speciality! Please talk to us and **we will do everything possible to support your ambitions** by: defining your coaching need; designing the solutions that will guarantee success; and delivering the very highest standards of Professional Coaching for your most valuable asset – your people. Take a moment to look here: <http://matthewradley.co.uk>

Thank you, and we look forward to developing a **strong partnership** with you and your organisation.

Best wishes from the team at Matthew Radley & Associates.