

# Coaching individuals and teams in your organization

## Understanding performance and productivity at work

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Assessing and increasing performance: a new approach

iOpener's employee audit tool assesses happiness – or psychological capital – in the workplace. The purpose of engaging with us is to find practical solutions that work for both leaders and their employees – and to place responsibility for development on everyone's shoulders.

That way organizations become truly sustainable and high performing.

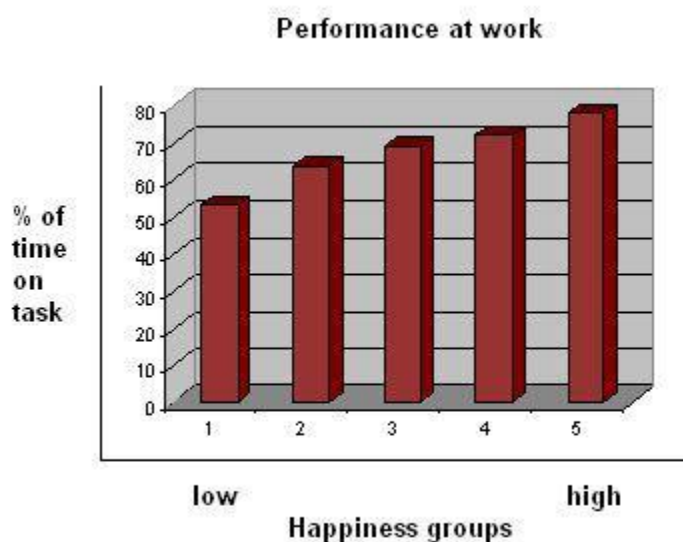
**iOpener**

A human asset management consultancy

## Coaching: executives and their teams

iOpener coaches provide a robust coaching process that supports and challenges leaders to maximize their potential and in so doing, maximize the potential of the people they lead. Our coaching goals are to build insight, self-awareness and self-leadership, so that executives boost their own resources. That way they'll continue to embrace the challenges that senior roles bring. Our aim is to foster this in others by focussing on the elements that increase performance and to do this through the science of happiness at work. For us happiness at work is a mindset which allows people to maximize their performance and achieve their potential. But most importantly it leads to measurable and sustainable performance, something which all organizations - especially those under pressure - need.

Here's how performance and happiness at work are correlated.



### How we work? One-to-one

When we coach one-to-one we have a robust coaching process which focuses on outcomes, inputs needed to achieve those outcomes, clarity, transparency and assessment.

To accelerate the process we use our own personal audit tools which can include:

The iOpener people and performance Questionnaire (the iPPQ)

iOpener's 360 tool, the i360

We also use clients' organizational processes when they are available for example in-house 360s, PDPs, and performance appraisals. And if we think that other psychometric instruments would be useful, we work with MBTI, FIRO-B, 16PF(i), NEO, or SHL's OPQ. 3

Our aim is to engage with a client to deliver specific outcomes in a specific period. And to be very clear about what that is with supporting stakeholders. That's why we spend a lot of time making sure that everyone who needs to know is in the know.

### **How do clients get assigned a coach?**

Getting the right coach for the right assignment is something we pride ourselves in. So we spend a lot of time working out who would be a best fit for any coachee we engage with. So we take your industry, need and level into consideration before we recommend any of our coaches.

On large assignments work with a speed-coaching process. So we'll send out our coaches' biographies and invite you to sign up for a couple of mini-sessions. Then clients can select who they'd like to work with. After that, coachees have a chemistry meeting to see if they'd really like to work together and the process begins in earnest.

### **What kind of one-to-one coaching do we do?**

At iOpener we get involved in coaching assignments geared around the following needs:

- **Career coaching:** this takes place when an executive wants to accelerate and prepare for their next promotion.
- **Transition coaching:** when leaders are looking to move from one organization into another they may need practical help and coaching support.
- **Succession planning:** this involves helping leaders assess who needs to be in which role and why, then supporting everyone to make that happen.
- **First 100 days:** moving into a new role may be daunting. We support leaders to ensure they make the most of those crucial first three months.
- **Leadership invigoration:** sometimes projects, careers and teams seem to stall. We work with leaders to help them push through tough times and find new ways of working.
- **Project coaching:** short-term projects which are pressurized and highly visible may lead executives to seek support. We can help them as they deliver those key results.
- **Skills development coaching:** sometimes people are not as successful as they might be because they simply need the leadership skills that will serve them in new situations.

Working with a wide variety of assignments at senior level has given us the breadth and depth to deliver to all these needs.

### **How we work? Team coaching**

Outstanding team performance is rarely realized and in our experience is seldom delivered by away-days. Our team coaching sessions are designed to build a shared sense of purpose, understanding and accountability. Because that's what makes a major difference to Contribution – one of the most important factors in delivering workplace happiness.

And a shared vision is fundamental for overcoming challenges if individuals and the team are to achieve their potential. So we focus on the real work a team does by:

- Re-examining strategy and goals to check they are aligned.
- Identifying the real purpose of the team under their current leader.
- Clarifying success metrics other than numbers.
- Analyzing roles, responsibilities and interfaces.
- Investigating present and absent skills, strengths and knowledge.
- Understanding personality, culture and how it affects the team.
- Leveraging performance through constructive feedback.
- Building confidence in the team to deliver.

We've found that this process works for teams facing most types of challenge. As with individuals, we'll use our tools - or those of others - if we need to and if they help the team progress. This robust process has been shown time and again to deliver results. Which is what makes everyone happy at work.

### **How do we guarantee quality?**

At iOpener we know that quality matters which is why we have a director of quality. Her job is to ensure that the right coach works on the right assignment and that the client achieves the best results. To that end we only work with qualified coaches who have held senior positions in previous roles and who can represent a range of experience.

To ensure we develop and enhance that quality we:

Run regular coaching circles where coaches learn new skills and practice their craft.

Ensure that all our coaches receive on-going supervision.

Undertake continuous professional development in the field.

### **Next steps**

If you are interested in knowing more about what we do, mail [Julia.lindsay@iopener.com](mailto:Julia.lindsay@iopener.com) or call +44 (0)1865 511522.