THE HENLEY CENTRE FOR COACHING

EXECUTIVE EDUCATION



Executive Coaching: An Integrative Approach

Clive Mann

25 March 2019

We will be live at 6.30pm
UK Time

Henley Business School
UNIVERSITY OF READING

Where business comes to life

www.henley.ac.uk/coachingcentre

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Presentation coverage

- Personal introduction
- The Integrative Approach
- Practical application of the Integrative Approach
- Case study
- Clients' experience
- Questions

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My background

- Founder and Principal Coach at Ridler & Co
- Working with senior leaders and their teams
- Based in London
- Economics degree, Chartered Accountant, MBA
- Background in corporate finance and strategic planning
- Coaching practice established in 2001
- UKCP Registered Integrative Psychotherapist
- Author of 6 editions of the Ridler Report
- Faculty member of INSEAD Global Leadership Centre
- Doctoral research at the Tavistock in the systems-psychodynamic model

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Professional interests

- What makes high achievers tick
- How ‘the unconscious’ drives behaviour
- Delivering psychodynamically and systemically based interventions for the business world
- Transitions at work e.g. gifted individuals mobilising themselves in (or moving into) senior leadership positions
- How big deliverers can harness the energy of others
- The dynamics of groups and teams
- Helping talented people to realise their potential

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The Integrative Approach

- There is more than one source of professional 'truth'
- Building the connection between who you are and what you do
- Helping senior business leaders to bring more of who they are to their leadership, work relationships and their thinking about their career direction
- This philosophy applies to coaches as well as clients
- Centrality of the coach's personal development: their own personal history, patterns of relating and organisational history
- Developing an individualised 'fabric' of psychological theories which is congruent with the coach and their life experience

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Working integratively with clients

- Clients are typically already highly accomplished senior leaders
- Client organisations are professional services firms, corporates, banks and entrepreneurial companies
- Career pivot points
- What got you here won't get you there.
- Emphasis on leadership and management of relationships
- Defining what changes are needed / possible
- Importance of honest feedback
- Building the connection between who the senior leader is and what they do, to deliver the business results they are aiming for
- Working with their team and organisation, as well as one-to-one

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Integration in the coach

- Centrality of the coach's personal development
- Personal history: developing a 'coherent narrative'
- Patterns of relating with others
- Past / present relationships with organisations
- Integrating the coach's personal development with their delivery of professional coaching work
- 'Who you are is how you coach' (Edna Murdoch, Coaching Supervision Academy)

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Integrative psychology

- There is more than one source of professional ‘truth’
- Weaving together a fabric of psychological theories which is integrated with coach’s personal and organisational history

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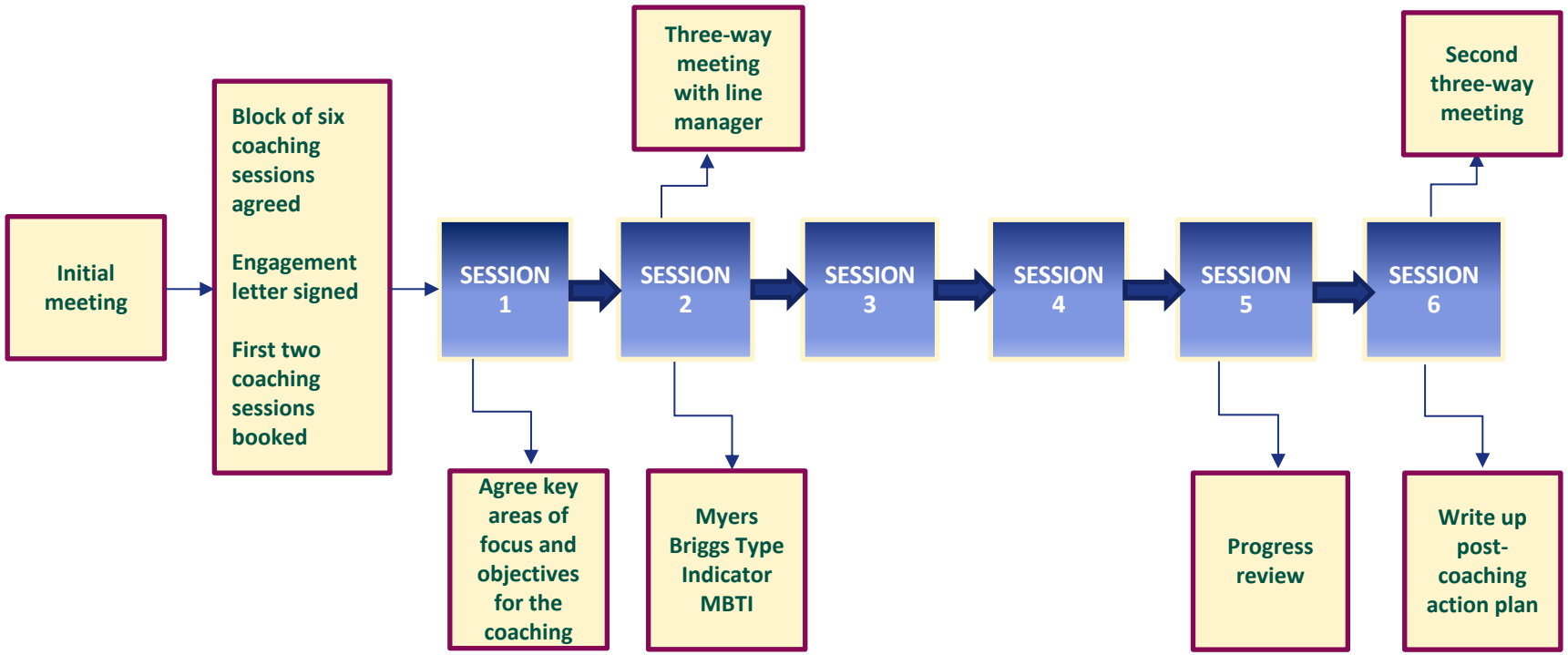
My own ‘fabric’ of integrative psychology

Theories I draw from:

- Transpersonal psychology (Jung, Assagioli)
- Humanistic psychology (Rogers, Axline)
- Object relations theory (Winnicott, Fairbairn)
- Attachment theory (Bowlby)
- Relational psychoanalysis (Mitchell, Greenberg)
- Jungian theory (individuation, personality types)
- Systems-psychodynamics (the ‘Tavistock Model’) - Bion, Miller, Rice, Kets de Vries, Huffington

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Integrative executive coaching in practice



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Case study

- Global leader of a division of blue chip professional services firm
- Context at the outset of the coaching: major expansion and strategic transformation of the division anticipated
- Coaching objectives:
  - Develop team structure
  - Better delegation
  - Work on relationships with Global Executive Committee
  - Navigate the unwritten rules of a large organisation
  - Explore ways of achieving better work / life balance
  - ‘Time to talk about myself’

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Case study

- Coaching process:
  - Worked one-to-one for two years
  - Bespoke 360 feedback exercise in the first six months
  - Team coaching after one year of one-to-one work
- Outcome:
  - Strategic transformation of the division delivered successfully

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Links to interviews with clients

- 1. Ridler Report 2009 (pages 12-13)
- 2. Ridler Report 2011 (pages 10-11)

(Click on page numbers for links to interviews)

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What my clients say about coaching

- ‘I needed some time to think about myself in the middle of an incredibly busy time in my career.’
- ‘You helped me to think about my leadership in a different way.’
- ‘Work colleagues invariably don’t tell you what’s bad about you – nor usually what’s good about you either. So there was quite a bit in my Bespoke 360 report that I simply had not heard about myself before.’

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What my clients say about coaching

- ‘In the coaching I found most benefit in bringing to coaching issues of style - how things are done on a person-to-person basis.’
- ‘I never talk about the same things I talk about with you, with any of my work colleagues.’
- ‘If I had to sum up what coaching is for me, it is about having a personal confidant who can help me with my work goals.’

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Questions

www.ridlerandco.com

Upcoming events

NEXT MASTERCLASS

5 June

Setting up and Managing your Coaching Business

Michael Beale

Book Here

NEXT WEBINAR

3 April

Towards a "Coaching Culture" - Is it Even Possible?

Brian Underhill

Book Here

Upcoming events

2019 CONFERENCE

18 October

Achieving Mental Toughness: Well-being: Resilience and Team Coaching

Keynote speech – The corporate coaching market: how to survive and thrive

Clive Mann

Book Here

SEE ALL 2019 EVENTS



Thank you

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