

ASK®

EXECUTIVE COACHING

“Unlocking a person’s potential to maximise their performance. It is helping them to learn rather than teaching them.”

Whitmore



Let's
Learn

THE ASK® APPROACH TO COACHING

For ASK®, coaching is a process in which you work with an expert coach to explore your situation, review your behaviours, thoughts and ambitions, and enhance your individual and business performance.

Our coaching can be delivered either on a one-to-one basis or to a team of leaders, and should be co-ordinated with line managers to ensure you receive any necessary support for your development in the workplace.

A CONVERSATION BETWEEN EQUALS

We see coaching as a conversation about improving performance that enables work concerns, attitude, behaviour, aspirations and expectations to be addressed, leaving individuals better prepared to solve future problems faster and more effectively – adding greater value to the business.

Our coaches don't tell our clients what to do, or encourage them to go off on personal tangents. Instead, we help them enhance their chances of success in their current and future roles. In short, your ASK® coach will help you go 'from Good to Great'.

ASK® PROFESSIONAL COACHES

Every coach in our worldwide portfolio is affiliated to an internationally accredited coaching body, and committed to on-going coaching supervision: most hold Master's level qualifications. They also share significant operating experience at senior executive and board level in major organisations and a clear understanding of the business environment.

WHAT CHALLENGES CAN COACHING HELP WITH?

- Confidence building
- Developing transformational and agile leadership
- Transitioning to a new organisation
- Stepping up to a new role
- Managing and harnessing the potential of diverse teams
- Developing clearer purpose and direction
- Identifying strategic vision
- Developing and projecting an effective personal brand
- Networking and influencing skills
- Achieving and sustaining a better work/life balance

Supported by ASK® coaches, individuals have become:

- More effective leaders
- More effective team members
- Insightful strategic planners
- Better decision-makers
- Confident communicators
- Calm problem solvers
- More engaged
- Happier!

A QUESTION OF CHEMISTRY

MATCHING COACH AND COACHEE

High-impact coaching depends on a positive relationship between coach and coachee that is based on 'chemistry' and mutual respect.

ASK® offers professional selection and matching processes that give comfort that the coachee will be provided with the best possible coach: one who is suitably experienced, qualified and supervised. We provide two options for the selection process:

- For one-off coaching requirements, usually at Senior Leader level, your Account Director will discuss with you the type of coaching required, the scope of the assignment, and background information on the coachee. We then provide a selection of coach biographies for the coachee to review, with the offer of 'chemistry interviews' to identify the best fit
- Where we provide a pool of coaches for a larger audience of coachees, we allow individuals to review the biographies of a broader selection from our extensive pool of coaches before we arrange 'chemistry calls'.

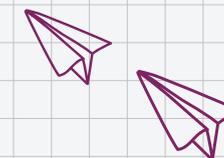
In all cases, our normal contractual terms allow a coachee to substitute another coach once during the life of a coaching assignment, in the unlikely event that the coach with whom they are originally matched is unsuitable for them.



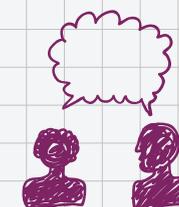
time to think...



room to breathe,



someone to listen.



HOW IT WORKS

COACH SELECTION PROCESS



Coachee identifies Coaching need.

ASK® recommends up to three coach profiles for coachee to review.

Coachee selects which one(s) to meet.

Chemistry meeting(s) take place between coach and coachee.

Coachee confirms choice of coach to ASK.

COACHING SESSION 1

+ Line Manager.
Objectives agreed.

COACHING SESSION 2

mbti Interpretative Report
SIXTEEN PERSONALITY TYPES

COACHING SESSION 3

Coachee required to review after this coaching session.

360° FEEDBACK REPORT

COACHING SESSION 6

Completion of Development Plan and review success after last session.
Evaluation to ASK.

COACHING SESSION 5

REPEAT 360° REPORT

COACHING SESSION 4

firob PROFILE



TRANSITION AS A SENIOR LEADER

Objective – to coach a recently promoted senior leader in an organisation with senior gender imbalance faced with the challenge of leading several internal and external matrix teams; to enhance her organisational brand, whilst maintaining a sustainable work/life balance.

Programme – six coaching sessions, starting and ending with bespoke 360 feedback to help her understand how she was perceived, using reflective, envisioning and behavioural techniques.

OUTCOMES

- Excellent feedback from final 360
- Developed a successful communication style
- Improved ability to influence without authority
- Progress made toward becoming a transformational leader
- Successful enhanced her brand both internally and externally
- Developed a long-term plan to achieve an appropriate work/life balance

COMMUNICATION ISSUES BETWEEN SENIOR MANAGEMENT TEAM AND EXECUTIVE BOARD

Objective – to coach individuals on the Senior Management Team (SMT) to improve communication, effective teamwork and relationship with organisational leadership during a period of rapid change.

Programme – six coaching sessions, including emotional intelligence 360 feedback (EQ-i -2), to help better understand behaviours, communication, leadership style and ability to build relationships, and using behavioural techniques to achieve goals.

OUTCOMES

- Enhanced communication between members of the SMT
- Raised profile and influence of SMT in the organization as a whole
- Consistently improved interaction between the SMT and the board
- Positive feedback received from both the SMT and Executive Board

TRANSITION FROM EXECUTIVE MANAGER TO SENIOR LEADER

Objective – to coach an individual with proven ‘star potential’ as a manager and executive but whose behaviours were considered inappropriate to senior leadership.

Programme - eight coaching sessions, included values analysis to help better understand motivation, behaviour, communication and leadership styles, and using a range of reflective and behavioural techniques to achieve desired outcomes.

OUTCOMES

- Moderation of inappropriate behaviour
- Positive feedback received from both his direct reports and the executive team
- Continued to grow the business - £30million account secured
- Developed a new area and team within the business



TRANSITION INTO NEW CULTURE AND ROLE

Objective – to coach a director moving from the commercial to the public sector. Issues included: adapting to a very different culture and way of working; a management team with a competitive style, that frustrated effective decision-making, collaboration and buy-in; and an external committee with minimal knowledge of how the sector operated.

Programme - six coaching sessions, including values analysis to help better understand personal behaviour, communication and leadership styles, those of others and how the individual was perceived within the organisation.

OUTCOMES

- A co-ordinated communication strategy was put in place for both the management team and external committee, to gain buy in from the key stakeholders, thereby raising brand profile both internally and externally within the third sector
- A positive shift in the personal brand positioning of the individual
- Individual seen as the natural successor to the CEO





JACQUI

ZANETTI

Jacqui is an experienced coach with a strong track record of executive coaching in both the public and private sector. Her specific interests are in leadership development; personal impact and confidence; building team effectiveness and managing teams through change. She draws on a range of models and tools to support each individual's development goals and to help them understand and strengthen their leadership styles and qualities.

EXPERIENCE

Jacqui offers 15 years of coaching and facilitation experience and has worked with organisations such as Fujitsu, Transport for London, The Metropolitan Police Service, Oracle and Henley Business School. She has coached managers transitioning to new leadership roles, in leading their teams through organisational change and also around the areas of understanding group dynamics, the impact of diversity on team performance and managing stakeholder relationships across organisational 'borders'.

She has held line management roles in services and client management, marketing and human resources functions within a global IT services company. She had been responsible for implementing leadership development programmes across Europe, working with Country General Managers and Functional Heads in finance, commercial, marketing and programme management to deliver strategic projects.

COACHING STYLE

Jacqui is a calm and creative coach, whose background in business partnering has given her the ability to listen deeply, understand each individual's needs and adapt her coaching approach accordingly. She asks insightful questions that support her coachees in developing their strengths, and that challenge them to acknowledge their blind spots. Motivated to help her coachees to step out of the relentless 'reactiveness' of work, she helps them find the space to reflect on their situations and make intelligent choices.

QUALIFICATIONS

- Post Graduate Diploma in Coaching and Behavioural Change, Henley Business School
- BA (Hons) German with Law, University of Southampton
- Fellow of the Chartered Institute of Personnel and Development
- Post Graduate Diploma in Human Resources Management and Development, Kingston University
- Qualified MBTI® Practitioner



LOUIS

HARVEY

Louis is a highly experienced executive coach and coaching supervisor with more than 2,000 hours of accumulated coaching practice. His competencies and experience include: facilitating growth, development and change for senior executives, managers and staff internationally, using coaching and people development skills; coaching managers through 360 degree reviews using a variety of tools; diagnosing management development issues using one-to-one and group coaching; working with high potential graduates as a coach and mentor; designing, developing and delivering a range of soft skills workshops for international audiences that embed appropriate professional behaviours; facilitating 'world café' sessions for management groups internationally.

EXPERIENCE

Louis gained over 25 years' experience in the Royal Navy, rising to a senior management position with national responsibility for a specialist unit, before developing his sales and commercial management with organisations including Thomson Reuters, BT Syntegra and Hewlett-Packard. He has since drawn on his international L & D experience to become a professional executive coach, specialising in talent development. Analysis and feedback shows substantial improvement in sales revenues, employee engagement, group productivity, morale and staff retention. A lot of his work has been undertaken outside the UK, and Louis is highly competent at adapting his work using cultural intelligence and empathy to ensure it resonates with, and is relevant to, local business environments and cultures.

COACHING STYLE

Louis' coaching philosophy is based on a 'non-directive', non-judgemental and open approach that creates the quality space that the client needs to enable them to go the place they truly want to be. His belief is that the coach is there to empower the client. Everyone has the ability to control their own destiny: the coach is the facilitator, and clients have every right to expect their coach to be present for them. It is his responsibility to understand them as a whole person, and avoid focusing just on the concerns or issues they bring to the coaching session.

QUALIFICATIONS

- MSc (Merit) in Coaching & Development
- Post Graduate Diploma in Coaching Supervision
- Diploma in Marketing, Institute of Marketing
- Member of and accredited as a 'Senior Practitioner' by the European Mentoring and Coaching Council
- Member of the Association of Coaching Supervisors



BIANCA

IOANNIDES

Bianca is a Chartered and Registered Occupational Psychologist with a broad and deep understanding of the dynamics of human behaviour and of how individual and work factors interact to drive behaviour and performance. Her specialist areas of work include Leadership Effectiveness, Emotional Intelligence and Behavioural Competence development; while she draws on a range of models and tools, her approach is guided primarily by three strands of Psychology: Humanistic Psychology and the Person-Centred approach, Positive Psychology and Cognitive Psychology.

EXPERIENCE

Bianca has 12 years' experience of working with middle and senior managers from a wide range of private and public sector organisations, including the NHS, Astra Zeneca, RBS, Lloyds of London, Vodafone, Google and Credit Suisse. Her coaching assignments have addressed a wide range of issues, including self-confidence and self-promotion, influencing skills, career progression, leadership styles and climate, personal impact, Emotional Intelligence and management behaviours.

COACHING STYLE

Bianca's focus as a coach is to help people gain increased understanding and insight, helping to build their motivation and confidence to achieve their personal goals and maximise their performance. She takes a practical and tailored approach to coaching, adapting to the individual needs of each coachee and provides a balance of support and challenge during coaching to help people move forward with their goals.

QUALIFICATIONS

- Chartered and Registered Occupational Psychologist, registered with the Health Professions Council
- Diploma in Coaching and Mentoring
- Member of the British Psychological Society (BPS)
- Member of the European Mentoring and Coaching Council (EMCC)
- Member of the BPS's Special Interest Group in Coaching
- Member of Test User Register (RQTU) in ability testing. International test certification in Talent Q's ability and personality tests. Accredited to use Saville Consulting's personality tool - WAVE
- Accredited to use and interpret Hay Group's methodologies, including Job Evaluation, Emotional Intelligence, Leadership Styles and Organisational Climate, Motives and Values, and Talent Q.



DAVID

HOUSE

Over 20 years' business leadership experience in a variety of sectors including automotive; aerospace; food procurement and processing; IT hardware, software and services; and mining equipment. David specialises in building client partnerships focussed on making a positive difference to organisational performance through people.

EXPERIENCE

He has worked internationally to Board level in a wide range of private and public organisations including manufacturing, seeds & crop protection, nuclear, health, project management & engineering consultancy services, financial services, pharmaceuticals, IT and media.

His last corporate role was Human Resources Director for a multi-national IT services provider in which he was part of the executive team which grew the business from a £25m, private company employing 75 people, to a £600m+ plc Group, with over 3000+ employees. His accountabilities included significant M&A involvement; key account director responsibility for blue chip corporate clients; and multi-site Facilities Management.

COACHING STYLE

Person-centred and results focused, David concentrates on organisational and personal performance through building competence and confidence. He strives to choose the right approach for the individual (or the team) and the issues that are important for them. David's core guiding principles include a foundation of openness, trust and total confidentiality, a commitment for the agenda to be driven by the client and no issue is out of bounds, thorough preparation but always expect the unexpected, intersession support and an emphasis on action and results.

QUALIFICATIONS

- BSc (Hons) Sociology/Psychology, Bath University
- Accredited to administer and interpret SHL psychometric tools e.g. OPQ
- MBTI® Step I and II and FIRO® Element B practitioner
- Member of the European Mentoring and Coaching Council
- Accredited Cruse bereavement counsellor



ANNA GOLAWSKI

A proven, sought after and highly effective coach, using powerful business and personal coaching skills, Anna started coaching over ten years ago as part of her MBA and has enabled numerous clients to achieve their goals and ambitions, and fulfil their potential. Anna primarily works with middle and senior managers in both private and public sectors. Her coaching assignments include: preparing managers for promotion, first 100 days in the role, improving results and personal performance.

EXPERIENCE

Anna specialises in group coaching and 1:1 work for education, corporate and not-for-profit sectors. She brings with her a wealth of talent and experience gained over fifteen years in business, including Harrods, IBM and Rolls Royce. Recent corporate coaching clients include: CitiBank, Barclays Visa, Oracle, IBM, Capita Symonds, National Bank of Abu Dhabi and Hull Trains. Anna has written several coaching articles for magazines and is a business mentor for the Prince's Trust. She is a contributing author to various books, including Coaching in Education (2012) and Developing Mental Toughness (2014) and has co-written a book for parents, Swings & Roundabouts (2013), in conjunction with the University of East London.

COACHING STYLE

Anna has a down to earth, objective and practical approach and a natural ability to build trust and rapport with her clients, which helps them to get the most from coaching sessions. She demonstrates a great deal of empathy and uses her intuition to challenge clients and give direct, honest feedback and insights when appropriate.

QUALIFICATIONS

- Post Graduate Certificate in Business and Personal Coaching
- MBA
- BA (Hons) in Business Studies
- Chartered Institute of Marketing Diploma
- Institute of Personnel & Development Diploma
- Member of the Association for Coaching
- Associate Member of the Chartered Institute of Professional Development
- NLP Practitioner
- Licensed user of MTQ48 (Mental Toughness psychometric)



SONIA

KHERA

Sonia is an experienced Executive Coach with 8 years of leading her own business consultancy together with a 20 year senior management background successfully developed within Global Telecommunications and UK SME commercial market.

She specializes in strategic one to one executive performance development to facilitate leaders and management to achieve career milestones. Her sound commercial awareness is proven with a record of success with professionals developing potential, enhancing talent and accelerating career progression. She delivers bespoke career outplacement solutions to organisations committed to supporting their personnel through professional change.

EXPERIENCE

Sonia has coached and mentored senior management and developed management talent transitioning to senior positions across a variety of industries and key business sectors including: Telecommunications, Information Technology, Automotive Sales & Manufacturing, Transport Services (logistics), Publishing, Leisure and Healthcare. Her clients range across both the public sector and private corporate, small to medium sized enterprises. In her consultancy work and previously in her senior managerial roles her focus is on Management and Leadership skills, people management skills, effective communication with influencing, persuading and assertiveness, managing change and cultural diversity embedded with strategic thinking.

COACHING STYLE

Sonia is passionate and committed in meeting the needs of each individual and their organisation. Whilst she has the full repertoire of “the coaching tool kit” available she works best intuitively by building a deep authentic relationship with the client. This understanding helps her to use a combination of directive and non-directive methods to help achieve their results at a challenging pace.

She enables the client to raise self-awareness to recognise their natural skills sets, learnt capability and uncover all their hidden abilities and motivations so they are empowered to take positive actions towards change and achieving their goals. Developing trust with those she coaches is pivotal to helping them step out of their comfort zone, which enables them to address, rise above and beyond their perspectives.

QUALIFICATIONS

- Professional Member of the Association of Neuro Linguistic Programming
- NLP Business and Master Practitioner
- Certified Professional Coach
- Member of the Association for Coaching UK
- Board Certified Coach: Centre for Credentialing and Education
- Qualified to administer and interpret DISC personality questionnaire

TESTIMONIALS

"We worked together on identifying and strengthening key development areas with the aim of equipping me for my first CEO role. I found the coach to be both supportive and challenging and the outcomes were valuable. I'm delighted to say our work together helped me achieve my goal and acquire the job I wanted."

CEO - Charity

"...a caring and thoughtful coach. With deep and challenging questions, she helps coachees uncover their deep motivations and find their own answers. She has an excellent understanding of the corporate world, as well as current leadership theories. She combines these with a coachee-centred approach, resulting in coaching sessions that are engaging, profound and actionable."

Senior Executive – Banking Sector

"I believe that I am already becoming a more rounded leader/manager and more confident in how I approach new or challenging situations. I have also gained a far richer level of self-awareness which is helping me develop and improve my skill set."

Senior Team Leader – Public Sector

"I liked my job and I know an opportunity to step up to a group role would arise, but I was dissatisfied with my progress and with a surrounding resistance to change that I couldn't see a way around. On goal #1, I've been (seen to be) consistently asserting myself, I'm no longer frustrated about inserting myself into key events, and I am the successor! 10:10. On goal #2, I've used my agenda with the Group COO, his direct reports are opening their doors to me and accepting me, and I improved engineering project execution last year. I give myself 8/10. I've learnt greater self-awareness and self-control, I no longer feel like a victim of circumstances, and my self-confidence has deepened."

Senior Project Manager – Engineering Sector

ABOUT US

ASK Europe plc is a Leadership and Management Development consultancy based in Cranfield. As a progressive and innovative company, we utilise the most current development tools and theories, interlinking the newest methods with tried and tested models we know give the best results.

We align our programmes with your corporate values and business objectives and all of our facilitators and coaches are selected for their skills and their specific industry experience, ensuring you get development solutions matched perfectly to your organisation.

We can support your programmes with a range of added-value services, including:

- **Mentoring and Coaching** – If you really want results, a 1:1 coaching package really gets results. Our coaches encourage honesty and a fresh approach to the coachee. We offer packages suitable for all levels of your business, whether it's Executive coaching or on-the-job mentoring and support
- **Digital Pathways** – Built on your learning management system or our own, easily configurable, platform
- **Consultancy** – If your L&D offering requires modernisation or realignment with changing objectives, or if you simply need expert help in identifying the right L&D interventions, then ASK's Consultant team will be able to support you. From a complete programme re-design to competency frameworks and selection processes, we can help
- **Accreditation** – Our wholly owned subsidiary, Insight Management Solutions, is an ILM centre allowing us to offer accreditation for our programmes – supporting learners with recognised qualifications
- **Apprenticeships** – Through a group company we now offer management apprenticeships to ILM level 3 and 5 using the apprenticeship levy scheme, another rewarding route to leadership for staff wishing to progress

Just ASK!

Map your personal journey...



where are you on your management and leadership journey?

The personal development journey visits
unexplored places, and sometimes it's
better to coach than to train.

Why not call us and make a start?



ASK Europe plc
Cranfield Innovation Centre
University Way
Cranfield Technology Park
Bedfordshire
MK43 0BT
United Kingdom

t: +44 (0)1234 75 75 75
e: hello@askeurope.com

[askeurope.com](https://www.askeurope.com)