

spitfireconsultancy.com

| COACHING



Spitfire

Strategy | Performance | Coaching

Spitfire. People Transform Performance.

We work globally helping clients unlock potential to accelerate growth, build resilience and agility to thrive in a rapidly changing world. Together we achieve exceptional results with positive lasting impact on more than the bottom line.

Our difference is the unique blend of **strategy**, **performance** and **coaching** we provide that delivers real change through people.

Strategy

Shaping & defining your direction, engaging people to make it happen

Performance

People making the difference through teamwork, problem solving, and implementation

Coaching

Working with people to passionately seek and fulfill their own potential

| What is Coaching?

“reach purpose & potential”

“Coaching is a facilitated, dialogic and reflective learning process that aims to grow the individuals (or teams) awareness, responsibility and choice (thinking and behavioural).

“Put simply professional coaching is the best way to support an individual, team, organisation and society to reach its purpose and potential. A bold statement, yes and it happens to be the truth.”

Association for Coaching



| Coaching is right for you if.....

- > You're experiencing some inability to take **effective action**
- > You feel like there's unfulfilled **potential**
- > You've identified something you want to **change** within yourself
- > You want to **improve** the impact of your leadership
- > You want your people to feel **different and more engaged** in what you do as an organisation

| You're ready for coaching if.....

- > You want the steering wheel to be put back into your own hands and/or the hands of your people
- > You want thought processes to be challenged to bring about change
- > You want to discover latent or untapped resources within you and/or your people
- > You are willing to be open and guided by your coach
- > You are ready to take responsibility for the outcomes that you achieve

Myth #1

“Coaches tell their clients what to do.”

Reality: Spitfire coaches believe that their clients have all of the resources they need within them to be able to make progress. We help people explore to come up with the best choices for them based on where they are and their desires for the future. Our coaches are **experts in the process of changing thinking and behaviour** rather than giving instructions.

Myth #2

“Coaching is only good for upper management or new starters.”

Reality: At Spitfire we believe that we coach people and that **every person is truly unique.** We believe coaching is good for anyone who is motivated to create a better future for themselves - regardless of position/role.

Myth #3

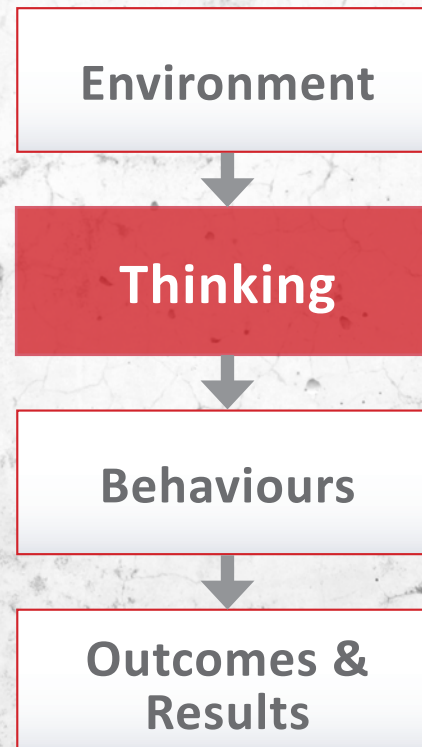
“Coaching takes too much time.”

Reality: Many of our individual clients have achieved a high level of progress towards their goals in around an hour per month of coaching. The investment in time is minimal in terms of what a motivated coachee can achieve. We believe **the best investment you can make with the biggest return is always in yourself.** Maybe the question is “what are you not achieving by not being the best that you can be?”

| Spitfire Coaching

We understand people and how situations and changes in the working environment can impact on outcomes & results.

Spitfire Coaching can help to unblock thinking & change the way people feel – so that new behaviours can achieve improved results.



We help you change results and also the way people feel about their work:

- **Leaders** and Individuals who want to improve how they work and feel good doing it
- **Teams** who want to improve results and how they feel about working together
- **Organisations** to lead initiatives and change whilst keeping people engaged

Coaching

BEING THE DIFFERENCE

Counselling focusses on problems and/or unwanted feelings that affect the client in the present but that originate in the past.

Focus on past problems

Consultants are relied upon to understand the problem and provide answers from their professional or technical expertise.

Counselling

Style:
Asking questions
Expertise:
High level in helping process

Coaching

The coach artfully guides the client to produce creative solutions of their own enabling them to achieve specific goals in the future.

Focus on future solutions

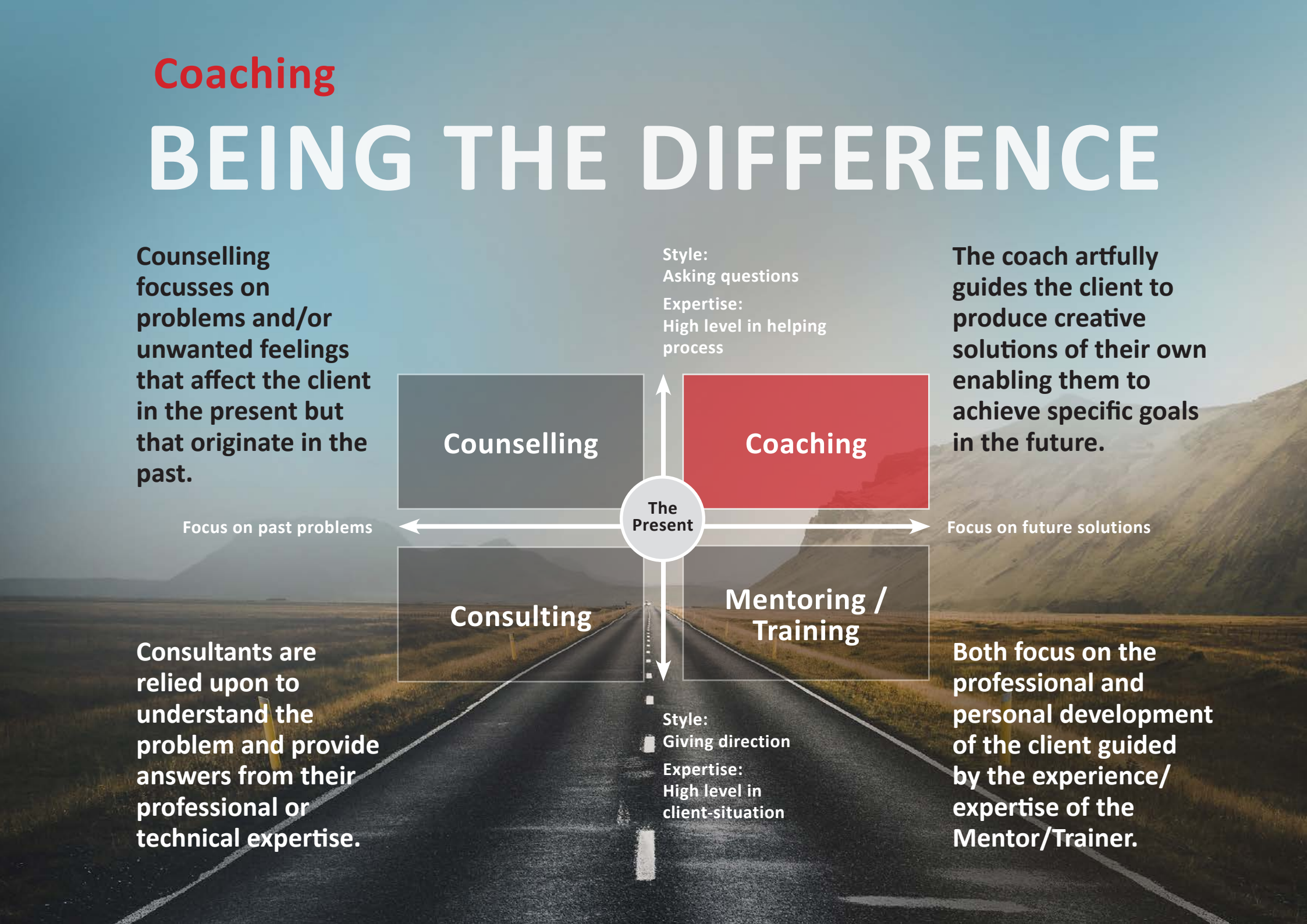
Both focus on the professional and personal development of the client guided by the experience/expertise of the Mentor/Trainer.

Consulting

The Present

Mentoring / Training

Style:
Giving direction
Expertise:
High level in client-situation



“Certainly one of the best courses I have ever attended.”

“I attended the course expecting a little more in-depth appreciation about Lean tools and thinking. But what I got was so much more! It focussed on people and how to understand what drives and motivates them, and how to use this information for mutual benefit. Certainly one of the best courses I have ever attended.”

A. Steeper, Network Rail



Benefits

Increased Productivity

Professional coaching maximises potential and, therefore, unlocks latent sources of productivity

Satisfied Clients

Virtually all companies and individuals who hire a coach are satisfied

Return on Investment

Coaching generates learning and clarity for forward action with a commitment to measurable outcomes

Positive People

Building the self-confidence of employees to face challenges is critical in meeting organisational demands

Source/reference:
Association for Coaching

Spitfire Coaching

A PHASED APPROACH

We believe in the uniqueness of our clients, their people and their situations. We pride ourselves in developing bespoke and creative solutions for individuals, teams & organisations using the following model as a foundation:




- > Understand Needs & Commitment Levels
- > Coach Selection
- > Coaching Plan & Agreement

- > Initial Exploratory Coaching Session(s)
- > Coaching Cycle:

- > Sustainment Plan
- > New Beginnings Plan
- > Lessons Learned



An aerial photograph of a park path. The path is made of cobblestones and is flanked by grass and fallen leaves. Several people are walking on the path, their shadows cast long and dark on the ground. The scene is brightly lit, suggesting a sunny day.

“Previously my goals have seemed too distant or unlikely. However, through being coached some of these goals have been achieved (even excelled) and others are now close. Empowering an individual to realise and then chase their own dreams and aspirations is the most satisfying thing to me as a leader. Effective coaching is the key to making this a reality.”

M. Dawkins, BAE Systems

BAE SYSTEMS

“Empowering an individual to realise and then chase their own dreams”

| Case Study

4:1 Return On Investment

How coaching helped to develop a Continuous Improvement Culture

Our client, the Military Air Sector arm of a **global defense organisation**, provides expertise to design and build fixed wing military aircraft and training aircraft, as well as provide training, support and information services for the UK RAF and other customers worldwide.

Their objective was to **create an enterprise-wide Continuous Improvement (CI) capability** and build a cultural approach in order to realise improvements to all aspects of performance (**Safety, Quality, Cost, Delivery, People**) using a CI way of working across their lines of business.

Having trained their people through an Academy approach for a number of years they were seeking a way to create increased levels of engagement.

They wanted to ensure that the potential of those people who were previously trained was maximised so that they in turn could inspire others to join them on their Continuous Improvement journey.

In addition to offering 1:2:1 and group coaching for those who were leading the improvement drive we developed a bespoke **Coaching Capability Programme** to enable key stakeholders in the business to learn how to become even more inspired themselves and how to inspire others to get involved.

Following this, participants reported that they **“felt more confident”** and how it had given them a **“sense of wellbeing”** as well as being **“a catalyst for getting things done”** in their teams.

Positive experiences like this didn't just make a difference in the emotional state of their people – they were able to translate this into more purposeful **behaviours (culture) and performance improvements**.

The return on investment from coaching experienced by the client is in excess of 4:1 - **more than double the original target**.

Coaching + Lean = Respect For People

Lean starts at the **thinking level**. It is therefore a **people-centred** philosophy. Without **respect for people**, it is just a set of tools and techniques that are limited in their overall effectiveness.

At **Spitfire Coaching** we believe people are much more than behaviour alone. Thinking drives behaviours. **Everyone is an individual**. Our Professional coaches can help individuals, teams and organisations develop their awareness and growth of themselves and others to be even more effective in the pursuit of **Continuous Improvement**.

Definition: "To value or regard the worth of people and things and to treat them with consideration, care and concern" (anon)

"In studying Toyota I often got the impression that respect for people means that it's disrespectful of people to not utilize their human capability to learn and to grow."

Mike Rother

"Respect for people is the foundation for continuous improvement."

Jeff Liker

RESPECT

| About Spitfire Coaching

We want you to **be the best you can be**

Our **purpose** is underpinned by five fundamental beliefs.

We believe in
your potential

We build
relationships
through trust

Thinking
drives behaviours &
outcomes

Your situation
is unique

We ensure
a positive lasting
impact

We help **people transform performance**

Our **approach** ensures high impact engagement to deliver rapid change,
following five simple steps.

We understand your
unique objectives,
goals & situation

We develop a strategy
& approach to engage
& implement

We develop
agreed indicators of
success

We act upon
real-time learning

We ensure
measurable
return on investment

We bring our **skills & expertise** to turn ambition into reality.

Our difference is the unique blend of **strategy, performance** and **coaching**
we provide that delivers real change through people.

| About Our Coaches

We are experienced professional coaches who are registered with the Association for Coaching & uphold their Global Code of Ethics

- > We work at **all levels** of the organisation
- > We offer a full range of **creative options** – eg. coaching, coach training/mentoring, events organisation, so can advise and create the best solution for you
- > We work closely with other **Spitfire Consultancy capabilities**, so can offer advice and support on themes arising from coaching within the Organisation
- > We work hand in hand with the Organisation to develop solutions aligned to their **values**
- > We work closely with the Organisation's **own in-house resource** eg. Occupational Health, HR to ensure alignment
- > We offer a range of **proven coaching styles** so can flex to the needs of the client



COACHING IS UNLOCKING
A PERSON'S POTENTIAL
TO MAXIMISE THEIR

GROWTH

John Whitmore

**WHAT COULD YOU
ACHIEVE IF YOU WERE
THE BEST THAT YOU
COULD BE?**





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