



**ENGAGING
WITH LEADERS
IN HIGHER
EDUCATION**

**LEADERSHIP
COACHING SERVICE**

ENHANCING PERSONAL EFFECTIVENESS

**Leadership
Foundation**
for Higher Education

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WHAT IS LEADERSHIP COACHING?

Effective coaching is designed to help you learn rather than by teaching you. The underlying philosophy of the Leadership Foundation's Leadership Coaching Service is that you already have the answers – and that by engaging with an experienced coach you will develop insights that will lead you to greater effectiveness.

Leadership coaching is a formal arrangement in which a qualified coach works with a leader in a series of interactive and confidential sessions designed to establish and achieve goals that will lead to increased personal effectiveness. Leadership coaching is explicitly directed at improving an individual's leadership capability while achieving the organisation's objectives.

OUR LEADERSHIP COACHING COMMUNITY OF PRACTICE

We have brought together many of the country's most experienced coaches into a community of practice so that they can share their expertise for the benefit of the higher education sector. Our coaches are a very diverse group with many different styles, approaches and areas of coaching expertise. All have coached at the most senior levels and many have coached at senior levels in the higher education sector. Many have experience of coaching in other areas of the public services, but also with private sector and voluntary organisations.

THE BENEFITS TO THE INDIVIDUAL

There are a number of benefits to the individual of using our Leadership Coaching Service, including:

- You can have the confidence that we have carefully selected all of our coaches based on their expertise and experience of coaching in a wide variety of settings;
- You will always be given a choice of who might coach you so that you can really feel that there is a good match between your needs and the capabilities and experience of the coach;
- Our coaches are all very experienced at supporting leaders to deal with the personal, team and organisational challenges that you face;
- Our coaches are very careful about the way that they balance your need for support and the need to provide constructive challenge so that you can respond to change in a positive way.

THE BENEFITS TO THE UNIVERSITY

There are a number of benefits to the university of using the Leadership Coaching Service, including:

- We have gone through the process of identifying and selecting the best coaches – which saves you having to do this for yourself;
- We listen carefully to the way in which you articulate your coaching requirement and try to create the best match into those needs;
- The range of styles and expertise of our coaches means that you will always have a choice of coaches to meet that need;
- We quality assure the work of our coaches making sure that they are delivering the personal and organisational benefits that you are seeking;
- We bring our coaches together into a community of practice which helps ensure that expertise is developed and shared across the sector.

IS LEADERSHIP COACHING RIGHT FOR YOU?

Leadership coaching can be a powerful tool for learning and personal change when set up correctly. Some situations in which coaching could be right for you – you may be:

- A successful leader who wants to stretch your ability and effectiveness;
- Facing increased complexity in your role – perhaps through a promotion – and you would benefit from support from a coach to help you deal with this;
- Having to deal with increased organisational expectations and think you need some objective help at this stage to work this through;
- Expected to change your behaviour in some way – which can be challenging to many people;
- Just about to embark on a major organisation change and feel that you need help in thinking and working this through.

SELECTING A COACH – MAKING IT EASY FOR YOU

A good coaching relationship balances challenge and support, and when people are nervous about being coached they tend to want more support and less challenge. The Leadership Coaching Service helps you to find precisely the coach that is right for you:

- Is the coach aware of her or his limitations – are they clear on how they might be able to help you?
- Is the coach able to set aside their own ego in the service of your development and growth?
- Do you think the coach can help you strike the right balance between support and challenge?
- Is the coach focused on helping you achieve your outcomes for growth and development?
- What are their coaching credentials – and have you been able to get an idea of the range of coaching clients they have worked with?

ENGAGING A LEADERSHIP FOUNDATION LEADERSHIP COACH

If you would like more information about the Leadership Coaching Service please contact:

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Director of Consultancy

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INTRODUCING TWO OF OUR LEADERSHIP COACHES

We have over 20 coaches on our coaching register but have profiled two of our leadership coaches so that you can see the kind of people we have on the team.



Louisa Hardman

Louisa is a respected coach and organisational consultant who brings extensive experience of the commercial, public and not-for-profit sectors to her work within higher education. Now, having coached vice-chancellors, registrars, deans and heads of department from within a range of Universities, she is familiar with the personal, professional and institutional implications of higher education's rapidly changing context. Time and again, she has also been delighted to witness the positive impact of timely coaching on the confidence and achievements of senior leaders, whatever their portfolio.

What lies behind the success of coaching? Louisa sees the answer as being in the development of a respectful and confidential relationship based on a joint commitment to achieve the best possible outcomes for the client and institution. Reflective yet rigorous conversations are also critical; what are your intentions, how do these align with your values and the organisation's culture, what within and around you impedes progress and how will you move forward? These are the kind of questions that elicit a rare combination of awareness, clarity and choice.

Clients say that they value the depth of Louisa's insights, coupled by her ability to create the kind of empathic, challenging yet enjoyable tone that fosters fresh thought and practice.



David Wagstaff

David Wagstaff is a coach working at senior levels in higher education. His background is in both education and the private sector where he has worked on large scale organisational change programmes and coached senior executives.

David believes that coaching needs to be both supportive and challenging as clients explore both the difficulties and opportunities that accompany their roles. He encourages clients to explore what might be hindering them from achieving their full potential or what might be stopping them from achieving their organisational objectives. His focus is therefore on coaching the person in the role and the coaching has a strong developmental orientation.

He has a particular interest in top teams and has worked with a number of clients in helping them to understand their own team's dynamics. A further interest is in working with senior academics who are moving into leadership roles often with little or no formal training.

As well as coaching David is heavily involved in coach training both in the UK and Europe. He is a member of the coaching and mentoring research group at Sheffield Hallam university and held a visiting fellowship at Durham Business School from 2003 to 2009.

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