

coaching services

from AXA ICAS, Europe's leading EAP provider



COACHING FOR RESULTS!

- 99% believe coaching can deliver tangible benefits to both individuals and organisations
- 93% responded that coaching and mentoring are key mechanisms for transferring learning from training course back to the workplace
- 80% of respondents thought coaching was effective or very effective as an approach
- 92% responded that when coaching is managed effectively it can have a positive impact on the bottom line

CIPD Training and Development Surveys 2004/2005



ICAS WELLBEING

AXA ICAS AND COACHING FOR SUCCESS

AXA ICAS have been in the business of supporting organisations and their employees since 1987, and have a formidable international reputation in the world of workplace psychology. As part of our portfolio we have provided coaching to our EAP clients for many years, and now offer a wide range of coaching associated services.

Executive Coaching Services

- In a busy and stretching work environment it is sometimes difficult to find time for reflection and personal development. However it is particularly important that the senior players in any business do so if they are to develop new, and even more effective, ways of managing themselves, the business and people. It is therefore becoming increasingly common practice to provide directors and senior managers with a business coach.

Specialist Coaching Services

- **Maternity Returners.** Many organisations these days are experiencing the difficulty of retaining highly skilled and experienced staff who take maternity leave, but who decide not to return or who do so only for

a short time. AXA ICAS provide a specialist service specifically to support the coachee to pro-actively manage their return to work and increase their capability to do so effectively.

- **Career “Turning Points”.** There are a variety of key decision points in any individual’s career, for which an organisation might wish to offer coaching support. For example, moving onto the Board, cross-discipline promotion/transfer, returning to work after a long absence or from an overseas secondment, retirement or redundancy.

With the current proposals to allow fathers to qualify for the second six months of their partner’s maternity leave, some organisations are already considering the consequences for their paternity returners. Our career “turning points” coaching service is relevant in this new context.

- **Psychological Coaching.** While our coaches work within a psychology framework, there are sometimes situations, the “flashpoints” of organisation/human interaction, where a therapeutic approach is required. In such cases AXA ICAS provide a safe pair of hands for both parties.
- **Senior Executive/Board Room Coaching.** Who challenges the Senior Team? Our highly experienced, professional and confidential business coaches provide constructive feedback, challenge and personal development for senior team members.

CASE STUDY EXECUTIVE COACHING INDUSTRY: BANKING

Situation: A number of young female employees, none of whom wished to make a formal grievance, had accused a middle manager of sexist comments. The Human Resources Manager (HRM) discussed the allegations with the manager, who was incredulous and angry about the complaint. However he realised that a formal grievance would not be in his best interests and decided to accept AXA ICAS coaching as an alternative.

Solution: The AXA ICAS coach met with the HRM to agree the organisational objectives, and then met the coachee to discuss his personal objectives and agree how the coaching would also meet the organisational objectives. Following this initial “assessment” session, a four session coaching programme was agreed with all the parties.

A variety of tools and techniques were used during the sessions, including a relationship based psychometric questionnaire. Focused additional work was provided between sessions to enhance experiential learning.

Outcome: The manager feedback that he found the sessions “surprisingly useful”. He agreed that he found it difficult managing female staff and realised that he was reacting to them inappropriately and understood why the complaints had been made. Although he found it awkward he identified a more appropriate management style and learned how to maintain the necessary boundaries.

A COACHING STYLE OF MANAGEMENT

Research indicates that today's employees are demanding a more flexible working environment, requiring a supportive and collaborative response from managers. (CIPD Worklife Balance Survey 2004)

- A coaching skills **Workshop** provides a range of models and the core skills to equip managers to adopt a coaching style with staff, whether for performance management, dealing with conflict, or empowering personal development. The content is customised to meet the organisational and participants' needs.
- Many organisations are considering introducing internal coaching or mentoring programmes. AXA ICAS can help you develop and implement an **internal coaching or mentoring service**, and also offer **supervision** for internal coaches or mentors.

AXA ICAS COACHING SERVICES

A Safe Pair of Hands

- AXA ICAS coaches are typically psychologists or counsellors with the knowledge, skills and experience to stimulate, focus and challenge.
- AXA ICAS coaches have their own mentor/supervisor to challenge and encourage reflection, maintaining the quality of the coaching intervention.

Flexibility

We recognise that there is a wide range of reasons for using a coach, from performance enhancement to lifestyle change. We respond to the needs of both the coachee and their organisation, delivering the organisational objectives while keeping the coachee's objectives clearly in mind.

Regular Feedback

Feedback for the referring client on how the organisational objectives are being met can be agreed with the coachee at the end of each session.

Additional Personal Support

The coach's remit is to support the coachee to meet the organisational objectives, however in the course of the coaching conversation personal issues that affect the organisation can often arise. In such circumstances the coach will refer the coachee to the AXA ICAS Employee Assistance Programme. Our experience demonstrates that this dual approach is a very powerful and effective combination.

CASE STUDY

INTRODUCING AN INTERNAL MENTOR PROGRAMME

INDUSTRY: INTERNATIONAL MANUFACTURER

Situation: The company had a policy of attracting graduate recruits and retained them through the extensive internal graduate development programme. During a review of the company competencies, mentor skills were identified as key to the programme.

Need: The organisation recognised that for some managers the mentor approach would require a behavioural shift and turned to AXA ICAS for a workshop to support a change in attitude and an improvement in soft skills.

Solution: AXA ICAS worked with the company to develop and implement an internal Mentor Programme with objectives, a clear process, guidelines for both parties, a mentor tool kit, and evaluation tools. Highly interactive two day mentor skills workshop and half day workshops for mentees, together with a launch programme, completed the project and set the scene for a very successful mentoring initiative.

CASE STUDY
EXECUTIVE COACHING
INDUSTRY: HIGHER EDUCATION

Situation: A senior manager had been standing in for the department manager role and became bitter and resentful when his application for the vacancy was unsuccessful. The newly recruited manager was younger and better qualified, and increasingly found the superseded senior manager's uncooperative attitude difficult to manage and complained to the Human Resource Manager. The superseded senior manager was initially reluctant to accept AXA ICAS executive coaching, but agreed that he would find it useful as an opportunity to review his future career path. Following the initial assessment three additional coaching sessions were agreed.

Solution: The coachee found the first two sessions very useful, however at that time the University was experiencing organisational change and the coachee was made redundant, which he found very difficult. The University responded by extending the number of AXA ICAS coaching sessions.

Outcome: During the first session the coachee had realised how he could have made a difference to the outcome of the selection process and how his current behaviour was being counter-productive. While the redundancy had a severe negative impact on his self-confidence, he was able to work with the coach to make sense of the situation and to adjust to the necessary changes. He left the organisation with a clear plan for a new career and improved self-awareness and self-confidence.

WHY USE AXA ICAS?

As the UK's leading Behavioural Risk Management consultancy, AXA ICAS is well placed to support organisations wishing to develop manager skills and competencies to tackle the sensitive issues around improving performance. Our broad portfolio of services meets the needs of a wide range of organisations in providing strategic, preventative and support interventions. Our consultants are experienced in the field of behavioural risk, combining psychology, counselling or human resource expertise with a practical approach to developing solutions.

If you would like to find out more about how AXA ICAS Coaching Services can help your organisation then please call AXA ICAS on **0800 17 0800**

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