

**bigrock**

People Performance Solutions

# Leadership Development & Coaching

*Helping leaders create a culture  
of high performance*

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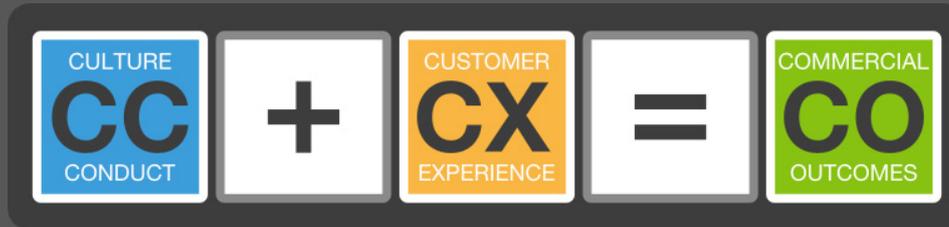
Bigrock works with leaders to help formulate, enhance and implement their strategy and growth plans, enhance their own leadership skills and optimise performance across their business.

Our Consultants and Coaches take a practical and pragmatic approach to leadership development. We help leaders appraise their approach, agree what constitutes excellence and explore how they can optimise performance at an individual, team and organisation wide level.



## The Leader's Role in driving success through CC + CX = CO

The leader's role is to ensure the short and long term success of their business or organisation. Success in business is linked to results. So what drives your results? How can you, and other leaders in your business, improve your **commercial outcomes**?



In client and customer centric businesses, commercial outcomes are a direct result of the **client or customer experience** delivered. If you delight your clients with excellent service and an exceptional product, they will spend more with you, stay loyal customers and recommend your business to others.

So what drives your customer experience? ... Your people! For example, how your people behave, how they interact with customers, the quality of their work, their speed and efficiency. All these elements (and more) are the building blocks of your customer experience. From an organisational perspective, these can be summarised as company **culture** and **conduct**.

We help Leaders develop their organisation's **culture** and **conduct**, optimise the **customer experience** and, as a result, deliver a sustainable uplift in **commercial outcomes**.

**Our Leadership Development programmes are designed bespoke to meet your needs and requirements. We can either work with leaders to help them optimise business strategy (see below) or develop their skills and processes (see page 6).**

## **Leadership Strategy & Business Growth Workshop**

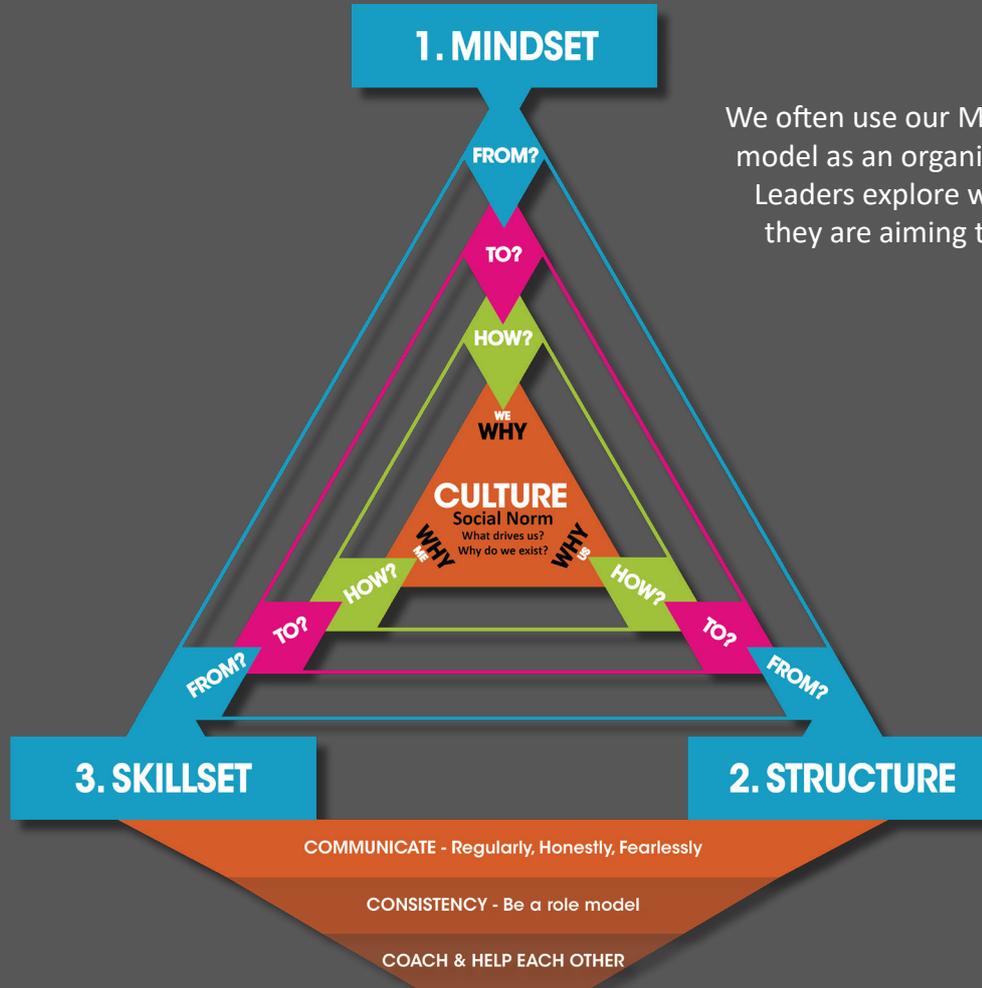
Our experienced Consultants help leadership teams manage change, develop their strategy and optimise their business. We help leaders explore best practice models and adapt these for use in their business.

### **Leaders explore...**

- What is our Optimum Desired Outcome (ODO™)?
- How do we want to change and grow our business?
- What challenges do we face?
- What opportunities can we identify?
- What is our business strategy?
- How are we going to implement this strategy?
- Do we have the right mindset for change?
- Do we have the right structure in place for growth?
- Do we have the right skillsets in place to grasp opportunities and realise success?
- How can we share the responsibility for making this happen?
- Who amongst us is taking ownership for each element and stage?
- What are our immediate actions? How can we make sure change happens?

# 1. MINDSET

We often use our Mindset : Structure : Skillset model as an organisational diagnostic to help Leaders explore where they are now, where they are aiming to get to and how they can bring about this change.



# Leadership Skills & Processes Workshops

We can help leaders to develop their skills and processes for developing others and creating a culture of excellence in their business.

## Leaders explore...

- My role as a leader; as a visionary, storyteller, servant and agent of change.
- Do I have a clear vision for the future of the business? How will the business achieve (greater) success?
- How will I articulate this vision to the business? How will I tell my story?
- People drive success. How can I serve our people to help them serve our customers?
- How can I be an agent for change, inspire others and create new social norms?
- Leadership Guru thinking - what do the experts say?
- Which management approaches will help me develop my team and optimise performance?
- How do I bring out the best in others?
- How can I influence those around me in other leadership roles?
- What have I learnt in my years in business? How can I apply this in my leadership role?

We can work with a particular executive team or with leaders with similar development needs and challenges from across your business. Your programme can be structured to work with your leaders' busy schedules.

# Leadership Role Shifts



## Guru Thinking - Shifts in the Leadership Role

### The Visionary

Where are you going?

Why?

How?

V - Values  
I - Intention  
P - Process  
E - Execution  
R - Realisation

### The Storyteller

Address Identity  
...but not  
**TOO RADICAL**

Ensure Words match Actions

Present your struggle  
as Good vs Evil

Tell it to a 5 year old...

... and deliver it well

### The Change Agent & The Servant

Drive Change to Nurture Success

Serve your Followers

React to their Needs  
Enable them to Succeed

CEO  
Leaders  
Managers  
People  
Customers

TURN AROUND

'Face to CEO - Ass to Customer'

# Executive & Leadership Coaching

We also offer Coaching programmes, where Bigrock's expert business coaches work with executives, leaders and senior managers either 1 on 1 or in small groups over a series of coaching sessions.

Our coaching programmes are designed to flex around the individual's particular needs and objectives, as well as the business's wider requirements. Typically, we recommend a series of 6 x 2-hour coaching sessions, with a 4-6 week interval between each session for reflection and application.

To help leaders choose a coach that meets their needs and learning style, we offer 30-minute Coaching Chemistry sessions with up to 2 coaches, prior to their first coaching session.



The coaching track opposite gives an indication of the topics we often cover in our first 6 sessions of Executive Coaching. Over the course of a coaching programme session topics and structure will evolve to reflect the executive's needs, business objectives and personal goals. We can also flex to address other areas of interest or react to current challenges.

# Bigrock Executive Coaching Track

## Session 1 - Goals Defined

- ODO™ – Setting an optimum desired outcome
- Video – Clarity of intent
- Legacy – Leader's aspirations for legacy
- Your critical success factors
- Contracting – What you want from me, what I want from you

## Session 2 – VPPA Analysis of your Leadership Approach

- Optimising your organisation through the Leaders
- Value, Proposition, Process, Adherence – Explored with strengths and areas for development captured
- The right social norm – visibility, identification and application

## Session 3 – Focussing Effort to Drive Change

- Punching through to clarity
- Blockers & Drivers
- Prioritisation & Weighting
- Attacking the Blockers to create un-stoppable momentum

## Session 4 – Theory in Application – Guru thinking applied in practice

- Classic Management Theories
- The Latest in Leadership – Role shifts and Guru thinking
- Where am I comfortable / uncomfortable?
- Thinking like a small business / CEO
- The Finance / HR / Sales / Marketing mindsets

## Session 5 – Fear and Trust: A Lesson for High Performing Firms

- Challenging organisational memory
- A framework for fearless operational activity
- Compare holes, soft-landings and mistakes on route to gold
- Can improvement obstruct good judgement?
- The input to output continuum

## Session 6 – CC + CX = CO

- Delivering the 3-way balance
  - Culture and conduct
  - Customer experience
  - Commercial outcomes

# Coaching Faculties

**We can help you manage and deliver first class coaching across your business with a Coaching Faculty.**

How is coaching allocated in your business? Do Leaders find their own coaches? Is all coaching of a consistent quality and in line with overall development strategy?

We can help you set up, brief and manage coaching provision across your organisation. We offer a bespoke consultancy service to set up and deliver a coordinated coaching programme.

## We begin by...

### Understanding your coaching needs:

- Understanding the desired scale and scope of coaching provision in your business - When is coaching offered in your business? Who has access to coaching? Are there others that would benefit from coaching?

### Establishing a Coaching Faculty:

- Selecting a pool of external coaches with the range of expertise you need to meet all your coaching requirements.
- We contract with each coach and agree rates, reducing your admin and ensuring you pay a consistent rate for all your coaching requirements.

### Creating an internal coaching guide:

- Explaining the purpose of coaching and who it is for.
- Listing the different coaches available through the faculty, their profiles and areas of expertise.
- Explaining how leaders can apply for coaching and select their coach.

### Creating a partnership between coaching & L&D:

- We organise a strategic briefing where you can share your development strategy and goals with the coaches.
- We set up ongoing coaching reviews and feedback processes.

## Then, ongoing we...

- > Maintain, assess and validate the quality of our coaches and the coaching provision.
- > Provide a one stop shop for contracting & billing: rather than the business contracting individually with each coach.
- > Regularly provide the business with an ROI review, indicating the costs and benefits of the coaching programme.
- > Administer coaching: we will match your people to the right coaches, set up chemistry sessions and first meetings and ensure tracking of any assignments.

As well as **Executive & Leadership Coaching**, Bigrock can provide;



**Our work with Leaders is business centric and results driven. Our aim is to help Leaders optimise performance and achieve success.**

Bigrock's Leadership Consultants and Coaches have deep expertise and experience in;

**Optimising  
Organisational  
Culture**

**Business Strategy**

**Leadership Theory  
& Guru Thinking**

**Regulated  
Industries**

**Financial Services**

**Professional  
Services**

**Small Businesses  
Leadership**

**Growing  
Businesses**

**Corporate  
Leadership**

# Bigrock's Leadership Development & Executive Coaching clients include;

**CBRE**



Mercedes-Benz

**BARCLAYS WEALTH**



helmgodfrey

**CAPITA**



**AVIVA**



**WESLEYAN**

*we are all about you*

redefining / insurance

**M&G**  
INVESTMENTS

**SCOTTISH WIDOWS**



**Willis  
Towers  
Watson**



**HSG**  
HANOVER  
SEARCH  
GROUP

**Barnett  
Waddingham**  
a true partnership approach

**LOGISPIN**



**BlueBay**  
Asset Management

**Smith &  
Williamson**

*“As I had no previous preparation for a leadership role, or any formal management training, I asked our L&D team to provide some 1:1 support, and they suggested Bigrock. While life as a CEO can be isolated, my Bigrock Coach brought a combination of humour, challenge, and a subtle kind of sympathy for the hard decisions that I needed to make. His materials were first class, and always brought a new slant to the timeless sorts of issues that are found in Financial Services companies today.”*

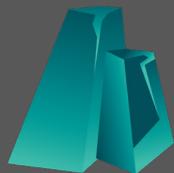
**Co-Chief Executive, Smith & Williamson**

*“My coaching includes a good mix of personal development and practical tools and tips useful for my role. I’ve found myself using the tools, phrases and methodology my Bigrock Coach recommends when leading my teams. This is beneficial for all concerned and many have commented on the difference they have seen in me as a leader. By working with my coach I have been much more likely to make fundamental changes to the way I approach situations, individuals and my personal growth.”*

**Director, Skipton Building Society**



If you would like to discuss your leadership and coaching needs  
with one of our experts, please call our team on;  
**+44 (0) 1280 820 780** or email; [\*\*enquiries@bigrockhq.com\*\*](mailto:enquiries@bigrockhq.com)



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