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Welcome
to
Executive
Coaching

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Dear Colleague,

Thank you for expressing an interest in developing your leadership skills through coaching. I hope this booklet will answer some of the questions you may have and will prompt you to ask more.

One of the first things I would like you to be aware of is why, you as a leader in a senior position will find coaching beneficial.

- **Because you are already good** and recognise that it is going to take that bit extra to become Outstanding!
- **You have a lot of business experience but have neglected your own personal development** - You may work hard to ensure that people in your team receive all of the appropriate training, but your own development needs to go generic management courses
- **You feel that you have reached a plateau in your current role** and need to reignite your passion to strive for the next level. .
- **You believe that you simply are not getting the best out of your people** and that your team as a whole is not as effective as it could and should be.
- **You are swamped by ideas, tips, buzz words, mantras and philosophies** – as a leader are you inundated by new ideas and techniques but find implementation on a consistent basis seems to be almost impossible before the “big thing” is introduced.
- **Your work /Life balance** has been lost and the job demands working all hours and never really switching off.
- **The results that you achieve don't seem to justify the amount of effort you put in** or get the recognition they deserve

If any of these reasons have resonance with your current work situation, then I hope you will read on and contact me for so that we can arrange to begin your executive coaching.

Kind Regards

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Executive coaching is a confidential one-on-one relationship between a professional coach and a high-level leader in an organization for the purpose of improved organizational performance and personal effectiveness.

Is it right for you?

Generally speaking, executive coaching is a very useful tool for an individual who wants to be more effective in their present role, or who wants to develop and extend their areas responsibility .Below is a list of the most common situations in which I work with an individual.

- Assisting high potential individuals for roles of greater responsibility
- First Quarter - Supporting individuals who have stepped into new positions or roles
- Developmental coaching - Supporting individuals through transition to later stages of development to meet the challenges of their current roles
- Performance coaching – Building a skill set an individual lacks that is perceived as critical for success in their role
- Leadership development - Exploring, developing and testing the appropriate competencies and capacities of current and emerging leaders
- Executive agenda - Supporting individuals during a significant change initiative, reorganization, project or challenge
- Providing individuals with feedback and creating a development plan for the them to implement on their own

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How does it work?

Stage One is to identify the purpose of the assignment and to ensure a good fit with myself and my client. This leads to an agreement to work together.

Stage Two is the creation of specific goals and desired outcomes for the assignment. If my client is sponsored by a company these are shared with and validated by the client's boss or HR Director. While the goals can be shared knowledge, the **coaching sessions themselves are confidential.**

Stage Three consists of the actual coaching conversations, assessments, exercises, readings, practices and activities in service of the goals.

Stage Four Review with client and check-in with the organization for feedback on progress being made, if appropriate.

Stage Five is evaluation of the assignment, goals achieved and a plan for self-directed development going forward.

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What to expect from me as your Executive Coach

I am Carmela Clarke and as consultant in management and leadership, I have personal and professional experiences that I bring to my assignments. In order for you to assess how my training, education, knowledge and skills have informed the way I work as a professional coach, I have listed a number of points that reflect my beliefs and values. I am delighted to discuss any or all of these with you.

Leadership is about who you are, not just what you do.

Leadership requires presence, authenticity, courage and the capacity to manage oneself in the face of ambiguity. My coaching addresses issues of being and not just issues of doing.

Leadership requires reflection as well as action.

My aim is to assist my clients to become reflective practitioners, to develop the capacity to stop occasionally and reflect often rather than getting ensnared in the cycle of keeping busy and reacting when necessary.

There is no escape from Change.

One of the key distinctions between leadership and management is that leaders deal with change and managers deal with how things are. Leaders need skills to initiate, manage and execute change. I believe that this begins with the capacity to change as a person when necessary. But more importantly to understand and appreciate the emotional and technical sides of change, in order to challenge and diminish resistance to change.

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Difficult situations are the result of multiple causes and conditions. Today's top-level work environment is a web of numerous, complex, inter-reliant relationships. There is no single person to hold accountable and no one to praise. Rather there are myriad contributors and factors in both success and failure. Leaders can be coached to develop the skills that will give them a clear understanding of their organization, an appreciation of their industry, and the context of the marketplace.

Leadership is an undertaking of the heart and the head.

To be truly effective, a leader needs to bring a great deal of themselves to any task. That means both insight and perception; need to be combined with empathy and consideration. I believe that through coaching my clients can find the right balance and apply it to their approach to leading others.

Self-awareness is vital for professional development and growth. Before a behaviour, attitude, idea or perception can change, there must be awareness. I believe that professional growth and development is dependant upon an appetite for self-discovery. I aim, through coaching to deepen my clients' self-awareness so that choice and change are more achievable.

My Approach

An executive coach can offer different skill sets and/or approaches. Some coaches specialize in a particular skill set such as presentation or sales skills. I am a generalist, being able to work with a client on a wide range of issues from interpersonal skills to strategic thinking and self-management. My specialization is in the process of learning and personal change. Leaders generally know what to do; the challenge is executing what they know. My expertise: helps clients identify and remove the obstacles that prevent them from appreciating and applying what they know. My role is to be a thinking partner, not an expert with "the answer".

Your Commitment to Executive Coaching

If you are not sure that you are committed to the personal and professional development necessary to advance your leadership skills, coaching may not be the best choice. For executive coaching to be most effective, you need to be prepared make the following commitments:

- Allocate adequate time (typically 90 minutes) for coaching sessions
- Be willing to practice new behaviours
- Accept feedback
- Reflect on successes and failures
- Consider different perspectives and points of view
- Risk challenging current beliefs
- Follow-through on coaching assignments

You also need the organization you work for to be aware that it also has responsibilities. It is the context for coaching; therefore the goals and purpose of coaching need to be clearly articulated from an organizational perspective.

You will need time to participate in the coaching sessions, and time to make changes. As a general guide, you will need four to six hours each month for coaching sessions and three to six months to make changes.

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Fees and Contact

If you think Executive Coaching is for you, please call me, Carmela Clarke, on the number below for an initial complementary consultation about your needs. Based on that conversation, I will determine if my skills and experience are a good fit with your needs.

If we decide to work together, there is a flat fee for an initial three-month engagement. Multiple options exist for ongoing services following the initial engagement. Please call for current fees. Fees are billed monthly, in advance.

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Personal Profile

Carmela Clarke M.Ed. M.B.A, is the founder and managing director of Accermarque Consultancy. She began her career in education as a secondary school teacher of English before moving into further education. During the fifteen years spent working in a number of colleges, in a variety of roles, she progressed from main grade lecturer to assistant principal of South Birmingham College.

Her experience includes links with industry, business development and bespoke training and consultancy.

She was responsible for setting up one of the first college companies and has provided training for North West Water, Marks and Spencer, British Rail and Kodak. She has worked closely with College Principals, Learning and Skills Councils and is a former governor of the Open College Federation. She has worked in Germany for an International Media Consultancy and in South Africa as a management consultant and liaison agent for a collaborative venture between English and South African Colleges. Her clients include Johnson & Johnson and Allied Irish Bank, Liverpool Culture Company. She was a visiting lecturer at the School of Graduate Business Studies at University of Cape Town. As the founder of Accermarque consultancy, she regularly advises organisations on strategic planning and performance acceleration. Carmela has recently been appointed Executive Director to FOIL the Forum of Insurance Lawyers.

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ETHICAL CODE

All Accermarque coaches, employees, and consultants subscribe to this Code of Ethics, which refers to

- broad principles, standards and values and
- general guidelines for use in everyday practice.

This Code serves as a foundation for all staff, who are encouraged to update their personal and professional standards on an ongoing basis, recognizing that who they are is the foundation for how they perform in the professional arena.

Our Philosophy and Commitment:

Our approach to executive coaching is guided by the principles of interdependence in life and business, sustainability, and mindfulness as well as practical business knowledge of political, social, and economic systems and organizational dynamics as a background for the leadership development of executives and their teams.

We commit to constantly improving and developing high awareness, cross cultural competencies, multilevel systemic business acumen and continuous self-development in ourselves and in our clients.

Our understanding is that every consultant/coach and every client is accountable, based on our belief that we are all creative, resourceful, self-developing and whole human beings with inherent ongoing growth opportunities.

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Standards of Professional Conduct

All at Accermarque, do our best to ensure that in dealings with clients and colleagues we display the highest standards of professional conduct in a global and intercultural environment. As professional representatives of the field of Coaching and Consultancy, we:

- acknowledge the dignity of all humanity, regardless of class, social status, gender, age, sexual orientation or culture;
- conduct ourselves in a respectful manner, including and leveraging diversity and promoting equal opportunities for all;
- do our best to ensure that the client fully understands the coaching partnership and process, the coaching agreement and expectations, the terms, conditions, and duration of the coaching partnership, responsibility for their own success;
- endeavour to treat all clients with integrity, dignity and honour, being aware of our own belief and values systems and the effect these may have on our coaching and our clients;
- clarify with the client any cultural value differences we may hold which may affect the partnership and respect any decision made regarding the partnership arising from such differences;
- maintain an appropriate level of confidentiality which is clarified at the outset of the relationship, disclosing information only when and in the manner explicitly agreed with the client, yet making it clear that confidentiality will be suspended should there be evidence of serious danger to the client or to others if information is withheld;
- understand that professional responsibilities on confidentiality continue beyond the termination of any assignment
- agree at the outset with clients, appropriate notice periods for terminating the assignment, respecting the dignity and professionalism of the coach, the client and the organization
- do our best to be aware of, and address directly and resolve with any potential conflicts of interest of either a commercial or a personal nature.

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Professional Adherence to Legal Obligations

We will:

- operate within local laws applicable to the coach, following regulations and maintaining appropriate and accurate coaching records of our work with clients;
- do our best to make sure that reasonable precautions have been taken to protect against third party disclosure except where required by law or preservation of safety and life;
- clearly understand and accurately represent to others our level of professional experience, competence and knowledge;
- maintain and represent clearly and accurately the distinctions between our own work (in any form) and that of others;
- take responsibility for clarifying and fully respecting and honouring all licensing and contractual agreements with associates, colleagues and clients.

Individual Professional Development

We will:

- keep ourselves informed of new technologies, practices, legal requirements and standards relevant to our profession;
- develop and enhance our level of competence by maintaining and participating in continued professional development which will include
 - training,
 - mentoring,
 - acquisition of qualifications and accreditation,
 - accurate representation of these in our records, marketing materials, and in all verbal and written interactions;
- endeavour to recognize when our limits as people and professionals are reached and either renew/extend our resources, or refer our clients to other who we believe possess them;
- monitor the quality of our work and seek feedback from clients and feedback and support from colleague and other professionals.

Guidelines for Handling Ethical Issues

We will:

- support our colleagues in maintaining ethical standards by sharing information and perceptions in a positive and supportive manner;
- when necessary, raise concerns about the ethical behaviour of ourselves and others, with mentors and supervisors
- handle ethical issues and complaints with appropriate respect, boundaries, clarity and sensitivity.

In the spirit of ongoing professional development, this document may be amended in future as our profession develops and we grow in our understanding of new situations and issues.