

# Effectiveness

Professional. Impactful. Human.

We help professionals develop the skills that leverage their professional experience and work with greater impact, influence and success.



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# Introduction

As workplace psychologists, we work at the intersection of wellbeing, productivity and professional effectiveness, three mutually supporting themes. Our mission is to help people move from merely surviving work to actually thriving at work, supporting productive and sustainable working practices in the process.

At WorkLifePsych, we want to give employees and organisations the tools they need to effectively manage relationships, navigate challenges, develop others and be a positive role model of leadership.

## What do we mean by ‘effectiveness’?

Our professional effectiveness proposition focuses on the key skills and approaches which complement and augment the contemporary professional’s technical skills. We avoid references to ‘soft skills’, as these interpersonal skills are key to thriving in an interdependent workplace – coaching, developing and leading.

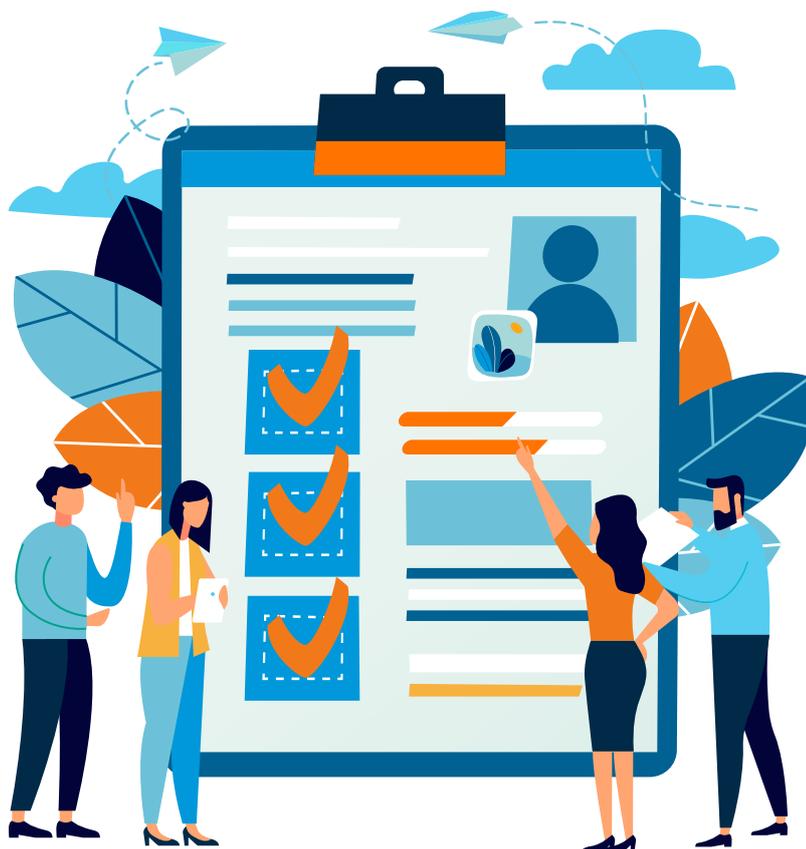
Though they’re not solely the preserve of leaders. We believe these skills are relevant to success for employees at all levels of organisations and we can impart them through a variety of methods. See below for how we can help.



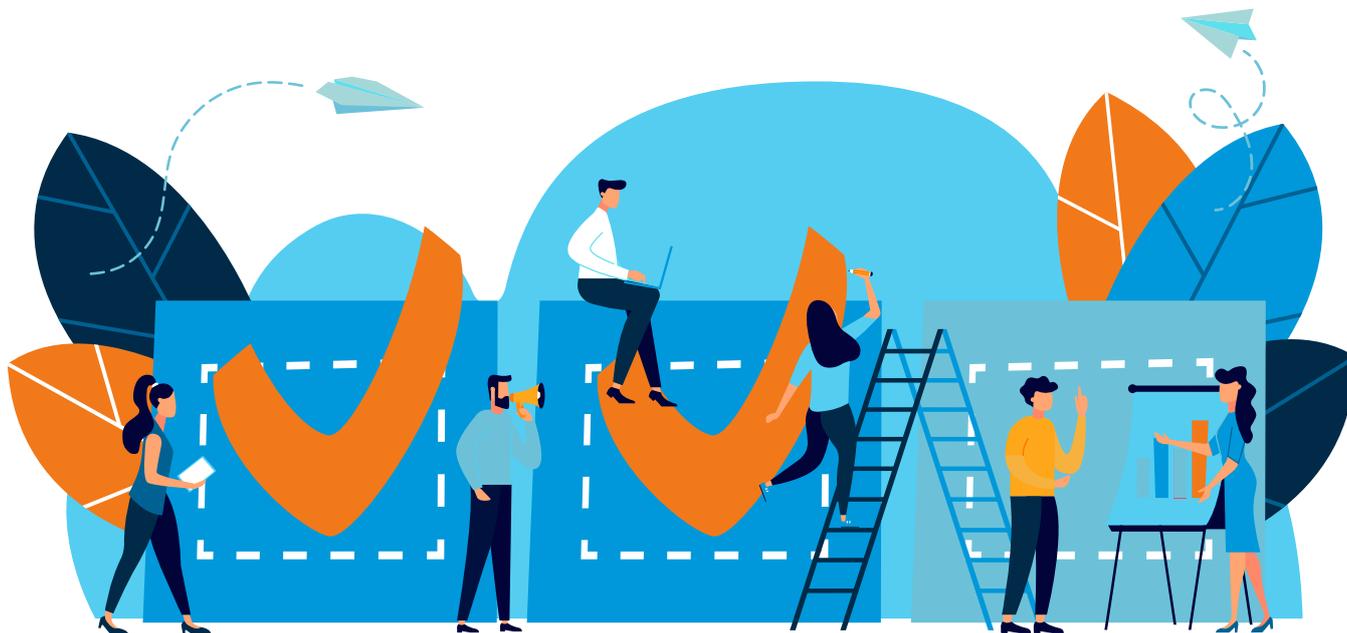
# How we can help

When it comes to productivity at work, we can help you and your employees from several complementary perspectives.

- **Strategic guidance and support**, identifying and quantifying your organisational challenges when it comes to the non-technical development of your people.
- **Executive coaching** for your senior leaders and aspiring leaders, to unlock their potential and address the internal factors holding them back.
- **Coaching for your managers, graduates and individual contributors** in how to manage their interactions with others in an interdependent world.
- Coaching and training in how to **develop others**, including provision of high quality **coaching skills courses**.
- Coaching and training in how to **lead others**, including leading through change, managing virtual and remote teams, and fostering innovation in the workplace.
- Support with introducing a **coaching culture** to your organisation, from strategic planning and stakeholder research, through to briefing, training and ongoing coaching support.



# 1. Strategic guidance and support



It can be tempting to buy in solutions to address professional development challenges as soon as they come to your attention. However, we suggest caution and adopting a strategic perspective.

We can work with you to bring clarity to your challenges, identify appropriate solutions and evaluate the impact of these solutions once deployed. Effectiveness isn't improved with a single workshop or by coaching a single employee. It requires a joined-up approach, in alignment with your business strategy and its values and we can partner with you to deliver the best possible result.

## Clarifying the problem at hand

Before going straight into problem-solving mode, it can be useful to correctly identify and quantify the problem you're trying to solve in the first place.

Professional effectiveness is, in part, contextually defined, so we can work with you to bring some illumination to your specific challenges and identify some potential interventions.

## Organisational alignment

Professional development doesn't take place in a vacuum. We can help you place this development in the context of your organisation's mission, strategy and values. This can include conducting stakeholder research to better understand diverse organisational perspectives through to the construction of leadership or competency frameworks.

## Evaluating outcomes

Once you've identified how you want to make a difference when it comes to professional effectiveness, we can apply some scientific rigour and evaluate not only the impact of your changes, but also how they achieve their impact. This can contribute to a more robust calculation of ROI and help you and your organisation better understand the impact these interventions have on your key people metrics.



## 2. Coaching



Developing aspects of professional effectiveness is among the top reasons for seeking coaching at work. Whether it be interpersonal skills, adjusting to new responsibilities or workplace dynamics or responding to performance feedback from colleagues, coaching is an ideal context to work on these areas.

Our coaching psychologists have in depth knowledge of how people think, feel and behave in the workplace, as well as the factors that can hold us back and cause us pain. We use effective coaching approaches to develop self-awareness and take action towards meaningful goals. And as you'll see from reading on, we work with employees at levels of the organisation.

### Coaching for executives

It can be lonely at the top. Senior professionals can benefit from coaching as they deal with the challenges of leadership, of making change and setting a strategic direction, all while simultaneously attending to the needs of their direct reports and working on their own development. We have significant experience of working with senior leaders around the world, including those in the early stages of their leadership journey.

## Coaching for managers

A manager's job is never done. In fact, managerial roles tend to expand over time and managers can feel pressure from both above and below as they navigate the day to day challenges they face. We've coached managers at all ends of the spectrum, from the newly appointed to those with significant experience under their belt. We've worked with managers to address personal development challenges, adjust to new levels of responsibility and seniority, to adopt a more strategic and long-term perspective and to prepare for the next steps in their career.

## Coaching for graduates

Graduates face any number of specific challenges when adapting to the workplace. Having created and run several graduate development programmes, we know that graduates can take time to find their place, develop their confidence and get used to how organisations function.

Moving from the structure of the university to the ambiguity and politics of the workplace, graduates can benefit from professional support to understand how they can leverage their strengths and work on their development areas. This ensures their employer feels the benefits of their contributions and talent sooner.

## Coaching for individual contributors

We're passionate believers in the power of coaching for employees at all levels, including those without managerial or supervisory responsibilities. This includes technical specialists, and those whose career plans focus on their first steps into supervision of others. Remember: today's individual contributors are tomorrow's managers, so it makes sense to expedite their development before they take on these responsibilities.

To make this as accessible as possible, we've created the 'Coach on Campus' proposition. See the next page for more details on this.



## Coach on campus

An accessible and cost-effective coaching solution

### Why 'Coach on Campus'?

Despite the positive impact workplace coaching can have on performance, satisfaction and wellbeing, it is still often viewed as a development intervention reserved for senior executives.



Evidence shows us that in-house workplace coaches can get great results, but not every business has a sufficient pool of trained coaches to make this viable. Additionally, the costs associated with some traditional executive coaching solutions means offering coaching to the wider employee population is prohibitive.

At WorkLifePsych, we believe that coaching is for everyone and so we have created a cost-efficient, flexible and impactful solution we call 'Coach on Campus'. This means coaching can be made available to more junior employees, emerging talent and those without managerial responsibilities within the organisation, without incurring the cost of executive coaching.

Using this model, a WorkLifePsych coach is based on the client site on a regular day each week, month or quarter, with a schedule that is dedicated to that organisation, who then books in coaching sessions as required. This meets the needs of the organisation and its employees, providing access to high quality coaching, supported by flexibility and an accessible price point – all without unnecessary long-term commitment or needless expenditure or administration.

### The benefits of this approach

Our coaches have experience across a wide range of organisational and individual challenges, augmenting their coaching skills with a deep understanding of human psychology at work.

By using the coaching psychologists from WorkLifePsych, organisations guarantee that they can respond to developmental queries in an agile and professional way.

The organisation has access to a coach on a regular basis, but unlike traditional executive coaching packages:

- There is no need to commit to multiple coaching sessions at the outset.
- There is continuity in the coaching team used, who can then leverage organisational knowledge and build effective relationships with coachees.
- Last minute coaching cancellations open up a slot for other employees without penalty
- The coach can work in partnership with the HR function more closely.
- The coach's onsite presence can help to demystify and de-stigmatise coaching.
- Coaching requests go through a single channel, maintaining quality standards and securing cost savings for the business.

## Practicalities

Our coaches can accommodate up to five, one-hour coaching sessions in a given 'Coach on Campus' day. Our model assumes the client will provide a suitable room for on-site sessions.

Of course, coaching hours can also be used for meetings with line managers, tripartite feedback sessions, or progress reviews with organisational sponsors.

This gives organisational flexibility with how the coach's time and expertise are utilised, allowing them to respond in a more agile way.

## How to get started

Employee awareness and understanding are key, so it's important that they are made aware of the solution and its scope. This will ensure maximum utilisation of the coach's time each day they are on site.

We can support this by offering a free webinar to employees prior to the first on site date, to explain coaching, what's involved and how to access it.

We'll work together to identify a coach from the team, select some initial suitable 'on campus' dates, book them in and share availability with employees.



### 3. Developing others



As we pick up responsibility for managing and leading others, so comes the responsibility for developing them. This isn't a natural skill set for everyone, so we've created a suite of training courses to give everyone the chance to be a great development champion.

Whether it be how to have development conversations and give feedback, or effectively utilise coaching skills in the workplace, our training will have something for every professional. Our aim is to remind all managers and leaders that developing others is part of the 'day job', not an optional extra.

Our 'Developing others' workshops give managers (new and more experienced) the skills required to maintain a development focus in their team and to contribute to a coaching culture in their organisation. Whether it's coaching with a 'big' or 'small' C, it represents an invaluable addition to the managerial toolkit.

#### 'Flourish' – Developing others at work

This one-day workshop covers the essentials of developing team members, including identifying development needs, having development conversations and providing performance feedback. The workshop includes introductory coaching skills to support these crucial conversations.

## ‘Dialogues’ – Introducing coaching conversations

The ‘Dialogues’ workshop is perfect for managers who don’t need to operate as fully-fledged workplace coaches, but who recognise the value that a coaching-style approach can have. Highly practical and interactive, this workshop includes a significant amount of practice coaching.

## Introduction to Workplace Coaching (2 days)

This course has been developed for managers, team leaders and HR professionals who wish to learn the basics of workplace coaching. No prior experience is assumed and a pre-reading pack brings delegates to a level playing field in terms of concepts. The two days cover practical coaching skills, ethics and professionalism and the particular challenges and benefits of being an in-house coaching professional.

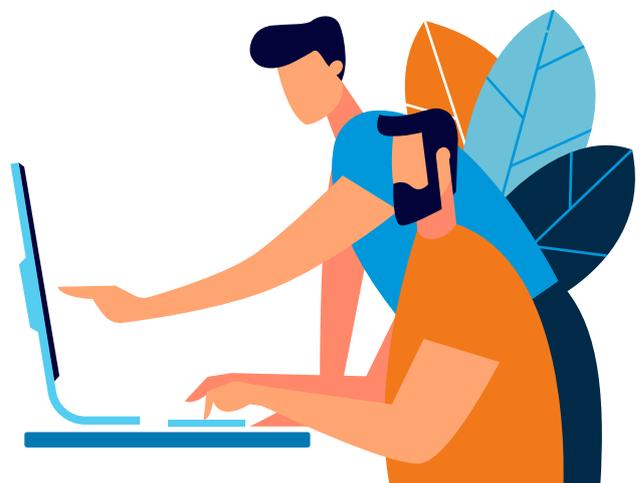
## Advanced Workplace Coaching (2 days)

This follow-up to our introductory course equips delegates with an introduction to the more advanced ‘cognitive-behavioural’ approach to coaching. This is particularly useful for challenges that are more about beliefs than behaviour or skills. With plenty of in-course practice, workplace coaches will leave with the addition of some significant tools to their coaching toolkit.

## Coaching Masterclasses

Our coaching masterclass series is a collection of one-day in-depth sessions, focusing on a single theme. They are suitable for workplace coaches with significant training and experience and cover topics like:

- Coaching for workplace stress
- Coaching for productivity
- Coaching through transition
- Coaching for retirement



## 4. Leading others



Our focus on leading others is all about stepping into positions of authority and successfully navigating the interpersonal aspects of responsibility. It's about being a positive role model, supporting and inspiring others and cultivating a workplace climate that allows people to be their very best.

Our 'Leading others' workshops help delegates learn how to bring the best of themselves to a variety of organisational challenges and contexts.

### 'Getting along vs Getting ahead' – relationships at work

This workshop is focused on practice relationship management and strategic stakeholder management. Rather than allowing our workplace relationships to develop in a haphazard way, delegates will learn how to plan this crucial activity, learn more about their key stakeholder and what they need. The course also covers interpersonal challenges such as conflict in the workplace, the importance of personal brand and values and the role of organisational politics.

## ‘Transitions’ – leading others through change

With workplace change a virtual constant, we can either sit back and allow change to be ‘done to us’, or as managers and leaders we can lead our team members through it successfully. This workshop explores how people respond to change, how to communicate change authentically and the management techniques to harness resistance and support.

## ‘Speak up and speak out’ – developing psychological safety in teams

Psychological safety is all about feeling comfortable in speaking up – highlighting errors, making suggestions or calling attention to risks. Teams with high levels of psychological safety are higher performing teams, but it needs to be nurtured and developed. This course outlines the ingredients required for team members to feel truly psychological safe and the role the team leader has in shaping this.

## ‘Let’s talk’ – difficult conversations at work

Discomfort with difficult conversations can mean we procrastinate about them or we sugar-coat them to avoid being the ‘bad guy’. ‘Difficult’ is a relative term, but can include feedback about performance and development needs, as well as career planning and trajectory. The workshop focuses on minimising the role of discomfort, while maximising authenticity, planning and empathy to get the best result.

## ‘Pioneers’ – fostering innovation at work

Innovation and creativity are different, yet related. Taking a creative idea through the innovation process requires openness to change, resilience persistence and psychological flexibility. This workshop focuses on the thinking skills required by managers to ensure their team can innovate effectively.

## ‘Contact’ – leading virtual teams

The significant growth of virtual teams in the last ten years has had benefits of employer and employee alike. However, when teams spend less time in the same space and are sometimes separated by time zones and geography, the onus is on the manager to adapt their approach. This has implications for management style, focus and relationships. This workshop gives managers a framework to use with their team to ensure that distance doesn’t become a barrier to effective team functioning.



## ‘Perspectives’ – leading flexible teams

Flexible working arrangements can meet the needs of both employer and employee on a number of levels. But these arrangements require a different approach from managers and team leaders. Trust, flexibility, psychological safety and communication become more important than ever. This workshop gives managers the frameworks and tools to effectively lead their flexibly working team.



## Effectiveness Essentials

Our ‘Effectiveness Essentials’ sessions last just 90 minutes and represent an ideal taster session to introduce the essential concepts and skills across a range of topics.

- **Coaching 101** – how to have a coaching-style conversation at work
- **Feedback 101** – how to deliver honest feedback effectively
- **Psychological Safety 101** – how to foster the safety to speak up in teams
- **Relationships 101** – how to effectively manage workplace relationships
- **Goal-setting 101** – how to set and pursue meaningful goals



## 5. Fostering a coaching culture



### What is a coaching culture?

Let's start with some definitions. You may have read about the importance of a coaching culture, or been at a conference when it was discussed. You may even have nodded along, but simultaneously wondered what is actually is and if it's something you should invest your time and energy in.

When an organisation has a coaching culture, it means that a coaching style is a key approach used by employees at all levels, in a range of contexts, with a view to improve performance and support development.

So, when we instil a coaching culture, we move the emphasis of coaching from an elite activity for the few to an everyday experience for the many. Nurturing and supporting an organisational coaching culture means that coaching becomes a core activity, practiced by employees across the organisation and used in a range of contexts.

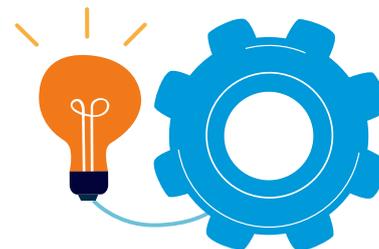
But if we were to imagine an organisation where this kind of culture had successfully taken hold, what would we see in action?

- Managers asking more questions, rather than issuing instructions, while also consistently setting and monitoring goals effectively. Using a ranging of coaching tools and approaches to address challenges, setbacks and employee development.
- Employees themselves actively requesting coaching to support their key development areas, knowing where and how to coach.
- Leaders role-modelling coaching skills and transparently discussing their growth and needs.
- An overall lack of stigma attached to coaching activities.
- Employees at all levels understanding the skills that make up a coaching competency and actively working to exhibit them on an ongoing basis.

This undoubtedly takes work and investment, so why would any organisation consider it?

## The benefits of a coaching culture

Successfully ensuring that coaching is used widely and appropriately can bring an organisation a wide selection of benefits, including:



- Managers adding a coaching style to their management toolkit and using it in the appropriate context.
- Employees experiencing personalised and authentic development, within the team.
- Supportive and effective performance management.
- Normalising discussions about strengths and development areas.
- Effective goal-setting, supporting performance management and development.
- Increased on the job learning, reducing reliance on formal training.
- Reduced reliance on external coaching support.
- The provision of quality and actionable feedback becomes an ongoing process, rather than an annual event.
- Reduced reliance on HR to address 'people issues' and increased manager confidence to have these conversations.

## How can we help?

### **If this is a culture you want to work towards, we can support you by:**

- Conducting a coaching audit within your organisation, reviewing your status quo and working out a plan of action to introduce the key components.
- Aligning coaching with your values, culture and competency / skills frameworks.
- Introducing expert external coaching to key populations within your organisation.
- Providing training, supervision and continuing development to managers and HR professionals with your organisation.
- Supporting the development and communication of coaching-related policies and processes.
- Evaluation of the impact of coaching and coaching skills training, to contribute to your calculation of return on investment.





## About WorkLifePsych

Founded in 2014 by Dr. Richard MacKinnon, we're a team of workplace psychologists whose expertise lies in developing people at work. We operate at the intersection of wellbeing, productivity and professional effectiveness and provide coaching, training and structured development programmes.

Our focus on people development reflects both our skill set and our passion. We've coached leaders, managers, graduates and individual contributors across and globe and in a range of organisational sectors. We love seeing people make progress towards their goals and hearing how our support has made all the difference in their working lives.

As psychologists, we're best placed to combine our deep knowledge of workplace psychology with cutting edge approaches to get you the best results. We avoid fads and fashions and focus on what actually works.

You can find out all about our activities and see the profiles of our team by visiting our website at [worklifepsych.com](http://worklifepsych.com).

Alternatively, get in touch to find out more about how we can help:

[info@worklifepsych.com](mailto:info@worklifepsych.com)

**+44 (0)20 7947 4417**

## What our clients say



*Our managers have gained confidence and are more cheerful as they go about their work – despite the day to day challenges of management.*

*We are extremely pleased with the programme and its impact and wouldn't hesitate to recommend Richard and WorkLifePsych. They have exceeded our expectations.*

Conall Lavery, CEO, Real World Analytics

*We asked Richard to run a few of his 'Psychological Flexibility 101' sessions and 55 of my colleagues signed up for the initial workshops. I was really impressed with their feedback and their comments in the brief online survey we used afterwards illustrated just how keen they were to learn more and start putting this all into practice.*

Lorraine O'Sullivan, Group People Director, Dentsu Aegis Network Ireland

*We retained WorkLifePsych to design and deliver workshops on essential coaching skills to the delegates on our "Inspire" leadership development programme. Richard worked closely with us to identify our requirements and ensured that he reflected our company's culture in the final version of the workshop.*

*Having observed the delivery of one of the workshops, I would say that Richard's style engaged and challenged the delegates. He responded well to all their questions and provided feedback and support throughout the various practical components of the workshop. He delivered a workshop that met our needs perfectly.*

*I would have no hesitation in recommending WorkLifePsych as a provider of coaching skills and development interventions more generally and I look forward to working with Richard again.*

Louise Morris, Learning & Development Manager, Certas Energy

*Richard brings a combination of intelligence, robust and evidence-based practices and, above all, practical approach to his work. He is an expert in his fields yet he speaks the language of business and is always pragmatic and commercial.*

*He is able to diagnose issues and articulate them clearly and simply along with solutions which are innovative, relevant and understandable.*

*I always feel completely confident in introducing him to the business and I consider him to be very much a trusted business partner.*

Wayne Mullen, Global Head of Human Resources, The Workshop

*The workshops have been really well received with delegates highly enthused and leaving the sessions qualified to deliver high calibre coaching to colleagues within the organisation.*

*The courses have been delivered by engaging facilitators and have been packed full of really useful tools and information. The feedback from all delegates has been positive.*

Amanda Capon, Group HR Projects, Spirax Sarco Engineering

