



Coaching for Organisational Effectiveness



How much more could you personally contribute to your organisation?

How does your organisation facilitate the learning, relationships and development of people working together?

How effective is your attraction, retention and development of talent?

Successful organisations depend upon people working effectively together. Organisations rely on their leaders and rising talent to achieve demanding goals, innovate and meet the expectations of their many stakeholders.

We see the challenge as threefold:

1. Identifying your need to maximise your own potential.
2. Determining how you can support your senior leaders and talent pool to raise their leadership style and performance.
3. Making clear choices.

By addressing these challenges you can enhance the single most important asset in your organisation – your people.

Getting the most from your leaders and rising stars

Many organisations support their key leaders and rising stars through executive coaching. This provides focus and awareness as to how they might realise their full potential and maximise the contribution they make to the organisation.

Why Cass CCE coaching can help

We help people get clear about their own and their organisation's ultimate goals. We then help them determine the ways in which they can achieve them in ways that are sustainable and lasting. We help them make clear choices.

Our coaching team

Our coaching team sits within a nonprofit centre of excellence. They really know and understand the nonprofit context.

Sitting within the wider Cass Business School enables us to attract highly experienced coaches from a wide range of leadership roles, sectors and disciplines. What binds them together is their commitment to the Cass CCE coaching philosophy and they bring this alive through their individual styles and approaches.

“Coaching is the art of facilitating the performance, learning and development of another.”

Myles Downey



How Cass CCE coaching maximises your organisation's talents

Experience and research over the past twenty years has shown that coaching interventions not only provide the focus to achieve outstanding and sustainable results; it creates a high degree of self-awareness that enables the individual to continue to develop and learn long after the coaching has come to a close. They learn how to pause and step back so that the quality of their decisions and actions is enhanced.

We work with individuals or teams to clearly articulate the direction of their organisations and their outcomes. We determine the goals, roles and relationships to achieve those outcomes.

We also find that as a result of a coaching intervention at a senior level the appetite to go further and create a coaching culture within an organisation takes shape. That can involve supporting managers to develop their

own managerial coaching style, or even go further and create a group of internal coaches, who, as well as their main role, support people in other areas of their organisation. We have the capability amongst our coaches to support such activity.

All our coaches have undertaken formally recognised coach training and are members of at least one of the professional coaching associates below:

- The European Mentoring and Coaching Council (EMCC)
- The International Coach Federation (ICF)
- The Association of Coaching (AC)
- The Association for Professional Executive Coaching and Supervision (APECS).

All coaches pursue appropriate levels of annual Continuing Professional Development (CPD) and attend regular group supervision with Cass CCE in addition to their personal coach supervision.



About Cass Centre for Charity Effectiveness

10 years inspiring transformation within the nonprofit sector

The Centre for Charity Effectiveness (Cass CCE) is the leading nonprofit and philanthropy centre in the UK and has significantly enhanced the performance of hundreds of organisations and thousands of individuals across the nonprofit sector. Combining our extensive practical experience with current theory we deliver a world class blend of research projects, postgraduate programmes and consultancy services. Our wide understanding of nonprofit best practice combined with our unique position as part of Cass Business School gives us an enviable record of working with charities large and small.

The Cass CCE Approach

While the nature and structure of the coaching engagement is personal and reflects individual needs and choices, the coaching tends to follow an arc of six sessions that run over six to eight months. Between each session there is the support of reasonable email and phone contact.

1. Diagnosis and goal definition

Prior to the process the individual has the opportunity to talk with us to identify the context and goals for the coaching and ensure that coaching is the appropriate intervention, rather than possibly mentoring or training. We will also explore the benefit to the organisation and individual in the achievement of these goals. If coaching is right, we offer the opportunity for the “coachee” to have short phone conversations with two or three coaches to determine “fit”. The choice is theirs.

2. Coaching engagement

Each session is usually one and a half hours, with one session – usually the second – being a two hour session which involves a three way conversation with the line manager or Board Chair. This is to gain their feedback and insight on the goals and outcomes. In some instances this process might be augmented by a qualitative or online 360° process.

3. Review, evaluation and forward action planning

Progress is tracked towards the outcomes throughout the coaching and, near the end of the engagement time is spent reviewing the progress against the goals, reflecting on the coaching process and determining on-going action plans.

For more information,
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