

Coaching Matrix

What problem is the Coaching Matrix seeking to fix?

In this challenging financial climate, any money spent on coaching has to have a demonstrable impact on the organisation. Under-evaluated programmes, wasting of valuable feedback data and disconnected interventions are relatively common – even when good coaching is taking place. Typically an organisation will invest in coaching which focuses on an individual and their personal effectiveness as a leader or manager. The organisation generally benefits from this approach – but not as much as it could.

We connect people who are experiencing coaching into a Matrix – an environment that links them together, creating a forum for smart conversations and the sharing of insights. This integrated approach drives improved performance and delivers faster, wider, better quality development for both the organisation and the individual.

A Coaching Matrix works particularly well in supporting the leadership development of high potentials, or in bringing together influential players across an organisation.

How does the Coaching Matrix work?

Conventional coaching centres on two people – the Coach and their individual Client. The Coaching Matrix broadens this perspective to link clients, coaches, sponsors and the organisation together.

The main vehicle for accelerated development is a series of facilitated group sessions, which are blended into the individual coaching programmes of selected participants. These shared conversations encourage themes to emerge, decisions to be considered and actions to be taken. Organisational sponsors provide a clear context and purpose for the coaching from the outset and also participate in a final group review, along with the individual clients and their coaches.

The group sessions enable the capturing of invaluable organisational intelligence that would otherwise be lost, whilst enhancing the organisation's capacity to learn and develop itself. At the same time each person being coached is exposed to group working in a way that actively contributes to their own development.

The benefits of the Coaching Matrix

- Random impact within the organisation becomes an effective and influential process that makes a difference in the areas which really matter.
- Disconnected individual learning becomes integrated learning through increased feedback into the organisation.
- Inconsistent organisational sponsorship becomes an explicit engagement with the coaching programme and the changes that emerge from it.
- Erratic evaluation of the organisational impact becomes a tracking of progress that is intrinsic to the coaching programme itself.
- Coaching sessions with limited relevance to the organisation's priorities becomes coaching where individual agendas are pursued within the parameters of a clearly defined organisational strategy.
- Isolated 1-to-1 conversations become integrated into a group process where clients exercise influence, gain insight into group dynamics, experiment with new behaviours and deepen their understanding of their work "system."
- Unsustainable outcomes become long-term changes of behaviour that drive ongoing development.

Setting up and running a Coaching Matrix

Participant selection

The Client organisation identifies a group of people who will be receiving coaching. Participants could be on the same team, or be drawn from different parts of the organisation - in both instances they are typically distinguished by their potential to significantly influence the overall performance of the organisation. They may be senior players that you want to link up more closely, a high profile team facing a particular challenge, or perhaps your top talent moving up through the organisation.

Organisational consultancy phase

An initial consultation between our team of coaches and the sponsors of the work takes place. This focuses on the organisation's vision, strategy, challenges, priorities and culture. We will offer feedback, challenge and provocative questions to help define where the Matrix could really make a difference. As a result of this, the broader agenda for the coaching is established and set in context. This agreed agenda is captured in writing by the Coaching Matrix team and shared with the sponsors and each individual client. This means that all parties have a clear understanding of expectations, as well as a benchmark to assess the progress that is made.

Individual coaching and review

Matrix coaches engage with the individual clients and explore how their personal and confidential goals can be addressed within the broader context of what the organisation wants to achieve. If the match is right, they agree to work together on a programme of six monthly sessions with a review taking place three/four months later. This individual review helps to maintain momentum, offers scrutiny of progress and encourages the bedding in of learning habits.

Group sessions and review

Facilitated half-day group sessions take place at the mid-point of the programme, at the end of the programme and finally after the individual reviews have taken place. In these group environments people are able to share their insights and to 'join up the dots'. Clients retain ownership of their issues and take responsibility for feeding messages back to the right person, or part of the organisation. Individuals choose the information that they are willing to share – and in this way their own coaching remains confidential.

This last group review session is unique in that it involves not just the individual clients and their coaches – but also the sponsors of the programme. The review has three main aims – to evaluate the programme as a whole, to enhance organisational learning and to clearly identify how progress will be sustained.

Beyond the programme

Individuals who have been part of the Coaching Matrix may decide to continue to meet up as an Action Learning Set to further their learning, offer mutual support and increase the chances of ongoing change. We have experienced facilitators on the Coaching Matrix team who can help with the process.

As with any coaching programme – we will always flex the approach to fit the specifics of the organisation we are working with. For example the duration, number and pattern of sessions can shift, or perhaps the Group Review could be integrated into a wider organisational event.

Specific workshops, group facilitation or further coaching can also be arranged as necessary.

Tailoring the Matrix

The basic idea of blending 1:1 coaching with group sessions to form a Coaching Matrix stays consistent - but you co-design the details of the programme with us as when we

contract together. We are also mindful of budget parameters and work with you to get the greatest mileage out of the resources available.



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A Sample Coaching Matrix Process

