

Been Busy?

I sometimes ask "Been busy?" as a polite cue for revealing an exciting win, or allowing me to show my enthusiasm for a new development in our business.

So would you be so kind to ask me the "Been busy" question.....

.....Well since you've asked YES!

Here are some highlights:

- We are launching a new partner development programme for a global professional services firm in Ireland, this compliments our executive coaching work for partners in that firm.
- Our people management programme for partners in a large city law firm has been extended to a new management development programme for business support managers.
- Business development training continues to grow (surely it must if its any good) and an exciting 'bespoke' approach for an existing client takes a firm wide core programme and targets specific specialist groups. This blended approach merges 360° diagnostic feedback with small group tuition and specific one-on-one coaching.
- Networking seminars and related training continue to grow with a recent word of mouth introduction to a magic circle law firm.
- Our pilot management and leadership programme for senior associates at a new client has been successfully delivered and is now being extended to associates in overseas offices.
- We have also expended a huge effort in developing a world class 360° coaching tools capability. This part of our business has just been launched independently of Gordon Cooper and branded as



www.executivecoachingtools.co.uk

There is a lot more to tell, however I think we should save the details for our next lunch. Thank you for asking the question.... call me.

Andrew Cooper



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By Association...

We are pleased to see that the 'Lawyers Leading People' programme continues to deliver success at Berwin Leighton Paisner (BLP). This partner development programme designed and delivered by Gordon Cooper Associates focuses on managing and motivating people. BLP have just been awarded Top Legal employer 2007 and Legal 500 describes the firm as 'The most improved law firm.'

Junior Tax Managers at a Professional Services Firm are being given a practical insight into what is required for them to become the successful leaders of the future.



Top Firm Rewarded with High Rates for “Reality” Coaching Programme

Working with the clients tax learning team, we designed a one-day coaching programme to provide newly appointed managers with clear direction on performance expectations in their current and future roles. The “reality” aspect is delivered in three ways:

- The coach is a senior manager in their own department
- The event reflects the every day challenges of the local office as well as the firm-wide perspective
- Using our on line 360° coaching tools participants get development feedback during the event from their peers, senior managers and Directors

A Development Event that “Keeps It Real”

Feedback from participants has been collected over ten events run so far. As well as high ratings the overriding message is that, unlike other courses, this one gives them a practical focus on their role and future as managers. They have commented particularly on the fact that having senior managers as coaches “keeps it real”. Highlights from their feedback include:

“I liked the sharing of ideas and experiences in small, intimate groups”

“We got the opportunity to explore management challenges more deeply than on other courses”

“I now understand what it means to be an effective leader and have the understanding I need to take responsibility for my career”

The Coaches’ Experience

A great opportunity to progress their own leadership capability. They attended a facilitator briefing prior to the event during which they developed the basic skills of coaching required. Without exception, they all valued the learning experience afforded by the coaching day as well as taking away positive upward feedback from their junior managers, which was useful for their own career progression.

Developing Future Leaders

The coaching programme is an effective tool for developing both the junior managers and senior managers as, for both of them, it links directly to the leadership challenges of the real work environment. It has proved to be a highly motivating experience for all involved and shows real commitment from the client to their managers.

Sue Sherliker



Business Development

Client: “You cut me off!”**Andrew:** “Yes sorry about that, I fell off my chair”...“The arm broke and I ended up in a heap on the floor”

Client: “You got too excited about your networking course”

Andrew: “You’re right, I was in the flow and leaning horizontally across the chair and CRACK!... still were my comments of any interest to you?”

Client: “Well yes business development training is something we know our partners need, although the networking side will be handled by my colleague Clare”.

Andrew: “I am just putting a synopsis together for another client. This will set out what we do in this area. Would it be helpful if I pinged a copy of the synopsis to you? ”

Client: “Yes that would be great, I can then keep you in mind” **Andrew:** “We are meeting next week, about the foreign associates programme, would there be a benefit in me meeting Clare after our meeting?”

Client: “ I am sure there would, let me set that up”

The above transcript is 100% accurate apart from the name Clare. There are a couple of very important ‘business development points’ contained in this true story. If you can spot them email me with your thoughts. If you want the synopsis of the work we do in business development training email andrew@gordoncooper.co.uk.

Andrew Cooper



"Informative and an opportunity to network with other like minded individuals across sectors...very useful....Breakfast Seminars such as this one are a good way of keeping up to date and current"

Bridget Foley, Business Development Manager, Centres CIPD

"Food for thought and inspirational"

Jill Kennedy, Learning & Development Manager, Clyde & Co

Creating a Coaching Organisation

The topic formed the focus of our latest breakfast seminar hosted in the City.

How to win over the senior stakeholders, influence management and change the culture of your organisation were key themes to chew over after a croissant.

Louise Katz of the BBC was the guest speaker, and highlighted how the BBC with 28,000 employees has set about building its coaching culture. Creating a coaching culture is a key enabler for the organisations long term strategy and she described some of the challenges they faced. To date more than 3,500 managers have been through the leadership programme of which coaching was an integral part, this has resulted in BBC Managers using coaching as a style of leadership. Coaching has been viewed as the "Jewel in the Crown" of this initiative. Following on from this 72 managers at the BBC have now qualified as in-house coaches.

Heather Cooper, Director of Coaching at Gordon Cooper Associates went on to discuss the value of creating a coaching organisation and how it can be implemented. Heather explained that organisations are using both internal and external coaches and undertaking programmes to train their managers as coaches. Evidence suggests developing a coaching centre of excellence helps engage high profile stakeholders, set standards, create best practice and ensure coaching activity is aligned to business strategy.

A number of themes emerged from the seminar, these included the importance of gaining senior management sponsorship and that the development of a coaching culture should be seen as a long term gain.

If you would like to discuss how you could go about creating a coaching organisation please contact heather@gordoncooper.co.uk



Heather Cooper
GCA Ltd.



Louise Katz
BBC

"I found the Breakfast Seminar extremely informative and enjoyable. It was very useful to hear how a prolific organisation such as the BBC embarked on this journey and in particular to learn how they overcame some of the challenges they faced on the way. As an OD practitioner, it was a fantastic opportunity to network with peers in the field."

Mary Collins, Talent Development Manager, Deloitte Ireland

gordon cooper
associates ltd



Breakfast Seminar with
Gordon Cooper Associates Ltd

'Creating A Coaching Organisation'

On Tuesday 6th March 2007
8.30 am to 10.30 am

At Threadneedles, The City's Boutique Hotel
5 Threadneedle Street, London EC2R 8AY

Speakers:



Heather Cooper
GCA Ltd



Louise Katz
BBC

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The Challenges of Growth

In trying to differentiate strong from average graduates, a client tends to ask at first stage interviews, "What do you think are the key challenges facing our firm".

Very few reply - "resourcing must be an issue, attracting the right talent to sustain high growth is a constant battle". Even less talk about diversity, or the challenges of "breaking through the glass ceiling"

To use a phrase popular with sports commentators maybe "it's a big ask" to expect a graduate to have these kind of insights. They are however issues facing us all.

Here are some developments at Gordon Cooper to highlight our own successes in searching for talent that will help us deliver outstanding service to our clients.

In the last couple of months we have been joined by:

Anne Archer comes with a background in leading global financial institutions and professional service firms. Anne has a special interest in diversity and particular expertise in how an individual, team or organisation can build on differences to enjoy increased success. She researches in this area and is close to completing a groundbreaking PhD.

Kate McGuire is an executive coach, group facilitator, and organisation development consultant. She has twenty years' experience in these fields and latterly working with senior executives at the BBC, where she was Head of Organisation Development. Kate has an MSc in Organisation Consulting from Ashridge and is currently studying for a Post-Graduate Certificate in Coaching through the i-coach academy, certified by the European Mentoring and Coaching Council.

Henry Champion is an executive coach and facilitator and also qualified doctor and counsellor. Henry began his career as a doctor in the NHS, before becoming a television programme maker and then a senior manager in the BBC. He worked in general and resources management, and as a change leader. Latterly he combined the roles of board member of the BBC's Strategy Division and BBC lead coach before leaving in 2006 to become a full-time executive coach.

Alison Clayton-Smith has managed and delivered the design of development programmes at all levels within an international city law firm including extending the firm's Learning & Development services to its Central and Eastern European offices. Alison has an MSc in Organizational Behaviour, is a Member of Association for Coaching and Chartered Institute of Personnel. She also has a Certificate in Coaching from the Centre for Coaching and is a trained facilitator. She is qualified to BPS Level 2 for psychometric tools and is experienced in using MBTI, TMS, OPQ and SHL ability tests.

Kerry Jarred is a talent solutions consultant and her particular expertise lies in the alignment of graduate recruitment and development strategies to business strategies. This includes team re-structuring; tailoring targeting strategies and tactics (including diversity); measurement, metrics and evaluation. Kerry sat on the board of the Association of Graduate Recruiters (AGR) between 2004 and 2007. She was also Chair of the AGR's Research and Information task group where she was responsible for research, surveys and best practice and market led briefing papers.

Angela Row is Office Administrator at GCA and takes care of running our office with specific responsibility for administering our online coaching tools system.

Angela's career has included working as a Personal Assistant to the Chairman of a large property company based in Mayfair which enabled her to develop her "juggling skills" something she has found very useful since joining GCA!! Angela is experienced in all aspects of administration and is very much enjoying herself at GCA.

Leading Wisdom

By any measure you are successful. You survived the attrition of early professional life. You flourished and you are now a partner leading a team in a very successful firm.

You were chosen to lead because you are one of the best in your field, clients love you and you're a big biller.

So why is it so hard to lead this team?

"I think I need some help to think more strategically". The coaching conversation starts, but clarity about focus for the coaching is lacking. We capture 360° feedback about my client's leadership skills and it contains very tough but useful comments. This compliments knowledge I have about my clients personality traits.

The issue is not about thinking strategically, the key issue for my client is recognising and having a realistic view of their abilities across the key facets of management and leadership.

At a basic level the issue is about being very self aware and accepting that even very successful people have preferences, weaknesses and blind spots.

"Why are you beating yourself up trying to be good in those areas of leading a team that aren't your natural strengths?"

"What do you think being a leader means?"

The above reflects an extract of a conversation with a coaching client who is a very successful partner, and is now taking the first steps to becoming a very successful leader. If you want to know more about how we help great partners be great leaders please contact andrew@gordoncooper.co.uk.

Andrew Cooper

