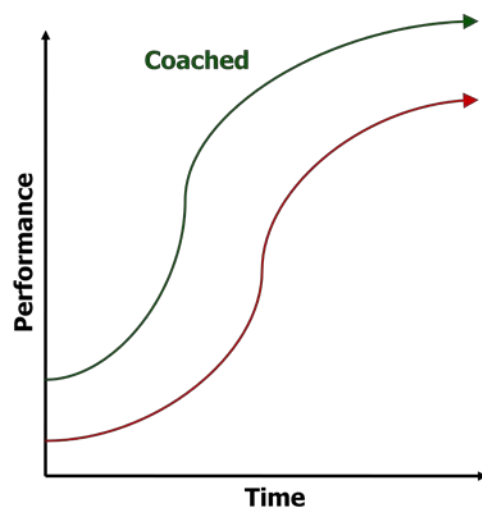


## Coaching for New Appointments

Senior appointments can take a considerable amount of time to make and individuals consequently often move into a vacant position with no opportunity for a hand-over. In this example we worked with a senior interim placement, coaching them through the on-boarding process to ensure they had developed appropriate strategies and plans prior to commencing their assignment. The objective of such a coaching programme was to ensure the individual settled into their role quickly and confidently having prepared themselves to make a positive impact.

The coaching commenced several weeks prior to the individual's start date with the organisation. This gave the individual ample time to consider their role and objectives and construct a focussed action plan that they were able to implement immediately. Some work was possible prior to them starting their new role and as a result of the coaching their contribution from day one has been more valuable and impactful. They are now half way through their assignment and have to date successfully delivered on their objectives. At the same time they have been deliberately developing key relationships within the business and this has increased their influence and effectiveness.



## Our Approach

For most candidates there are significant stressors associated with a new appointment; new organisation, culture, structures, systems, processes, relationships and challenges. For every candidate there is a personal desire to succeed and make a successful transition, for some it is the promotion they have been striving hard to achieve for others their move may be more from necessity following restructures, rationalisation, mergers and acquisitions and redundancy.

Equally for the client the desire is to see the individual succeed. In operational and financial terms they need to see the individual performing as quickly as possible. It is likely to have taken considerable time to recruit the right candidate and there are often lengthy notice-periods further delaying the arrival of the individual.

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## Coaching Proposition

The pressure and stresses on the individual on taking up a new role are significant. Coaching provides them with the much needed support at this crucial stage enabling them to bridge the transition smoothly and effectively. The stressors for a new manager, bigger role, new culture and new relationships etc. can be disabling and damaging and the individuals will find it easier to share these with their coach, someone who is impartial and confidential. Coaching provides the individuals with the support they need enabling them to accelerate their performance in their new role/organisation. For example an individual taking on an executive role for the first time, or a role considerably larger than the previous one, the individual can benefit from a skilled coach to help them come to grips with their new responsibilities.

CDL Development can provide a range of coaching services for organisations or for individuals. Below is an illustration of what this style of coaching program could look like. This of course can be tailored to suit the individual and/or the organisation as necessary.

Executive/Business coaching normally takes place over 6 months with about 18 hours of coaching. The New Appointment program below has been condensed to reflect the specific focus of coaching the individual on their transition to a new organisation and role. The objective of the coaching is to ensure the individual settles into the organisation and role more quickly and more effectively. Their performance will increase at a faster rate and they will ultimately be more effective in their role. The program is made up of four stages designed to provide maximum focus and impact:

Stage 1	Intake Meeting with Individual	1hr
Stage 2	Objective Setting & Contracting Meeting	1hr
Stage 3	3 Coaching sessions (circa 2 hrs each)	6hrs
Stage 4	Review Meeting	1hr

We recommend the program commences before the individual takes up their new role as this would enable Stages 1 and 2 to be completed before the individual starts. Ideally the first coaching session would also have taken place. This helps the individual prepare to take up their new role focussing their thoughts and plans on how they will make their first few days, weeks and months as successful as possible. For some organisations and individuals this may not be feasible or desirable and the program can commence at the earliest opportunity once the individual has started in role.

The value of this approach is significant in performance terms and it additionally makes a strong positive statement to the individual about their development and the support they will receive from their new employer.

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