

Leadership career coaching: Unlocking potential

Totum works with a panel of expert career coaches who can make a fundamental difference to a leader's confidence and performance.

Industry research shows that as many as half of new leadership appointments fail within two years.

Challenges can be overcome, however, if new leaders receive targeted support to help translate their proven abilities into the practical leadership skills that have immediate impact. With more firms recruiting leaders into professional services from other sectors, such support can also marry valuable wider industry expertise with the know-how to navigate partnership culture.

Whatever the leadership role, whether it's stepping up for the first time, changing sectors or moving into a leadership role with a broader, maybe global, remit – career coaching can make a profound difference, enabling the leader to surpass expectations and excel.

"Coaching gives leaders dedicated time to pause and reflect before acting. It provides time to think through critical options, question assumptions and not act out of fear or hubris. As a coach, I am there to provide structure, support and a safe space to explore issues, identify goals and look at things that might derail meeting objectives."



Beverly Landais
Executive Coaching



How can career transition & onboarding coaching help?



Coaching helps to embed and secure a new executive's position, providing a confidential environment to discuss objectives and concerns. Coaching can dramatically increase positive personal impact and help executives to overcome obstacles and/or uncertainties, helping them to:

- Review the work environment to understand culture, interdependencies, strengths and opportunities.
- Communicate effectively building relationships at each level.
- Fine-tune abilities of self-observation, self-awareness and self-regulation, boosting confidence and resilience.
- Maximise the growth and performance of the individual and teams around them.
- Improve firm-wide productivity and profitability.

The importance of first impressions

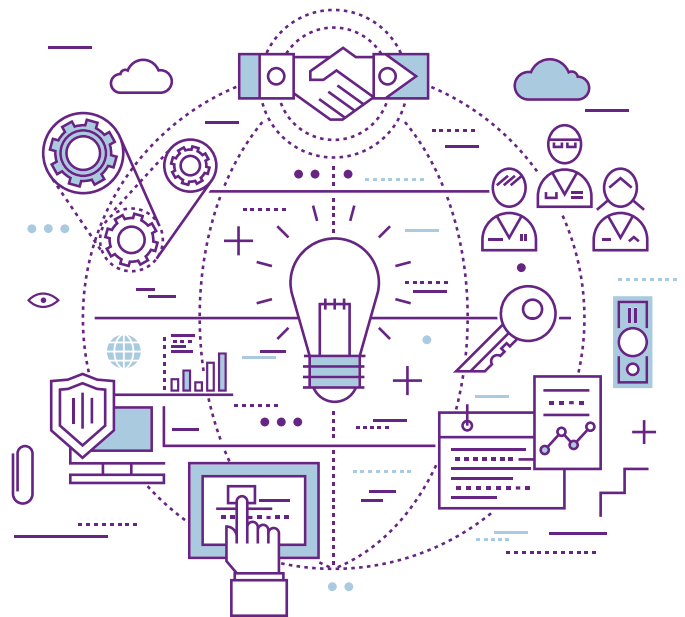
The first three to six months of a leadership role can define success or failure. It is in this time that new leaders will either feel fully supported to perform at their best or, feeling isolated, flounder as they attempt to navigate a firm's organisational politics, culture and people. That such leaders will have excelled in previous roles makes such a struggle particularly damaging, not only for that individual and team, but also to the wider business that risks losing such talent.

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A career coaching plan: The process

Coaching is typically conducted one-to-one (although duo and team coaching is also available), with the plan tailored to meet the unique needs of the individual and devised to work alongside business requirements. Coaching ideally starts before the leader begins their new role to support the best approach from day one, and will comprise a series of sessions, usually a minimum of six although it could be more, conducted over the course of 6-12 months.

The primary beneficiary is naturally the new executive. But there are other important players too, including the person to whom the new executive is reporting and the senior HR professional who is internally responsible for their operational onboarding. The process is designed to ensure good cooperation between these three people and the coach.



Structured, practical support

With a focus on achieving immediate impact, senior executive coaching emphasises application rather than conceptual research: everything is geared to promoting practical leadership skills and behaviours. Whether a first-time leadership role, or a transition to a different type of leadership position with new kinds of challenges, coaching can provide the right support for leaders to achieve both quick and lasting success.

To find out more about accessing coaching support via Totum, contact Deborah:

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