

hfi Coaching and Training



Developing Talent

The Human Factor is at the heart of almost every problem in business. And at the heart of every solution. It is a truism that a business is only as good as its people. People without the right skills or knowledge create difficulties of communication, hampering or bringing to a standstill the decision making process. A change in organisational structure or areas of responsibility can reveal unsuspected abilities or leave a competent manager floundering.

At every level, it is an understanding of the human factor which is fundamental. It is not only a matter of recruiting or selecting the right people. It is also a question of coaching and developing these people, and of creating systems and structures within which they can function efficiently and effectively.

For businesses to survive and to prosper, investment in developing the talent and competence of 'human capital' is essential. Organisations need learning and development that works. HFI has a range of programmes which develop skills, change behaviour and provide techniques and strategies to help your employees to develop their own talent and competence. In turn, this enables them to increase their contribution to your company's success and profitability.

Executive Coaching is designed for highly focussed individual development



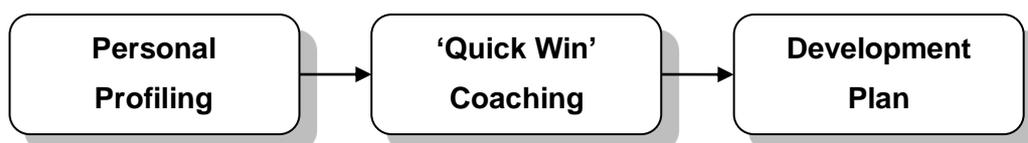
Executive Coaching

Human Factors coaching is directly aimed at improving your performance at work. All of our coaches are qualified and experienced business psychologists who combine a deep understanding of individual differences and learning styles with extensive experience of the demands made on individuals by the commercial realities of business.

The first stage of our coaching is always a personal profiling assessment. The profiling covers personality, general reasoning ability, critical thinking skills and values. When applicable it also includes a 360 degree questionnaire to gather opinions from work colleagues. The result is a pattern of personal characteristics which will enable the coach to achieve a deeper insight into the individual's own potential. When this is set against their job requirements, it clearly identifies strengths and potential development areas.

Having completed the personal profiling assessment, HFI will work with the individual to establish the objectives of further coaching and an ongoing development plan. This may take the form of an intensive and directive half day of Quick-Win coaching, or a series of sessions over four, six or twelve months. The frequency and extent of the coaching is set by you.

The Route to Development



An Executive Profile Report is written following the first session and will detail the characteristics identified by the assessment. An objective analysis highlights your relative strengths and limitations and draws out the underlying tendencies and potential of your personality, skills and ability characteristics. Further development reviews and progress reports are provided as required.



Quick-Win Performance Coaching

1 day + ½ day follow up

Quick Win coaching is ideal for executives and managers with specific development needs such as Delegation skills Managing pressure; Managing meetings; Influencing skills; Team leadership; Managing upwards; Making presentations; Negotiating; Giving feedback. Quick Win coaching involves a short, sharp intervention rather than a long term involvement.

Prior to the coaching day, the manager has the option of completing a 360 degree questionnaire. On the day they will undertake psychometric profiling. The analysis of these questionnaires draws out a pattern of personal characteristics which enables a person to achieve deeper insight into their own potential and assess how it could be utilised to its best advantage.

A senior consultant will feedback the results of the assessments and discuss how best to maximise potential and explore possible development needs. The feedback and coaching session will last for approximately 3 ½ - 4 hours and discuss the implications for the individual's role, the team and the company. It will identify quick win strategies that the individual will be able to use immediately to improve the effectiveness of their interactions at work. The outcome of the day will be a Personal Profile Report, highlighting the individual's strengths and limitations and a Development Plan.

A follow up session 3-6 weeks later ensures that the learning from the initial day has been embedded and provides an opportunity to address any difficulties the individual is having.



Hot-Start Coaching

6 x ½ day sessions over a three month period

The new executive must be seen to be decisive, strategic and willing to take the leadership role. They must be able to work in a transformational style as well as at the more detailed, operational level. Human Factors bases its approach on sound psychological research into personal and interpersonal behavioural effectiveness in organisational change and individual transitions.

Through fortnightly half day sessions over the first three months of an appointment, executives will learn to:

- set the expectations of colleagues
- create credibility with all colleagues by showing calm analysis of situations
- build trust by respecting others' strengths
- identify significant strategic and operational changes
- implement and monitor these changes



Transformational Leadership Coaching

1 day + ½ day follow up

Transformational leadership entails both leaders and followers raising each other's motivation and sense of higher purpose. The higher purpose is one in which the aims and aspirations of leaders and followers blend into one. The transforming leader seeks to engage the follower as a whole person, and not simply as an individual with a restricted range of basic needs. The coaching allows the participant to review their leadership style and explore how they can create an exciting and challenging context for the organisation.

The one to one coaching session will allow the manager to:

- Differentiate between management and leadership
- Review their own style and develop and adapt their style
- Identify various style of leadership and learn when they are appropriate
- Develop skills of transformational leadership and communicating a vision



Leading Change Coaching

1 day + ½ day follow up

The amount of change in organisations has grown tremendously over the past two decades and the rate of change will only accelerate in the next few decades. Change and leadership through change are of the utmost importance to CEO's today. Competent management is required to keep change efforts on track but for most organisations, the much bigger challenge is leading change.

In the coaching programme leaders will learn how to:

- Establish a sense of urgency
- Create the guiding coalition
- Develop a vision and strategy
- Communicate the change vision
- Empower a broad base of people to take action
- Generate short term wins
- Consolidate gains and producing even more change
- Institutionalise new approaches in the culture.



Strategic Visioning Coaching

1 day + ½ day follow up

Strategy is one of the four key factors in ensuring that the company is successful in the long term. However, executives sometimes become too caught up in the day to day operational issues of keeping their business on the road. This coaching module develops the skills of taking a step back and effectively think about future strategies and long term issues – developing pertinent, search questions, analogical and metaphorical thinking, techniques of scenario cascading, strategic analysis and business modelling.

Strategy determination is no mechanical process and requires an open mind, radical thinking and hard analysis of the arguments. During this coaching module, the executive will learn skills and techniques to:

- Unravel complexity
- Design strategic options
- Evaluate outcomes
- Implement strategic plans
- Use different techniques and tools

Following the coaching, executives will be able to create and assess strategic options, consider their attractiveness and risks to help them make the right strategic options.



Impact Coaching

1 day + ½ day follow up

Buying in to a plan or decision is as much about buying in to the individual as it is about a compelling argument. Impact coaching provides senior managers and executives with the opportunity to develop key influencing and presentation skills that will ensure that they are able to gain others commitment by presenting their views and decisions in a positive and compelling way.

The coaching involves video role plays to develop skills in:

- Identifying and communicating key messages
- Compelling others respect and attention
- Presenting an image of authority and control
- Adopting a variety of styles to influence a variety of different audiences
- Communicating vision and inspiring enthusiasm
- Projecting a charismatic leadership image

Individuals will be better able to:

- Give clear and inspiring messages
- Compel others respect and attention
- Project a charismatic leadership image
- Present an image of authority and control
- Gain credibility before they speak



Development Workshops

Human Factors' Workshops and Workshops take an interactive approach of experiential, work-relevant learning. Our workshops are based on proven psychological theory and practical learning methods to ensure knowledge and skill transfer back to the workplace. Each workshop aims to equip managers with the tools and techniques needed to enable them to take control of their work. Participants will feel an immediate impact on performance, as well as establishing a solid grounding for long term, lasting improvement. Our workshops are:

- Highly interactive to ensure delegates remain motivated
- Experiential to enable delegates to learn from doing
- Work-based to allow delegates to bring up relevant issues from their workplace
- Practical to ensure that the skills delegates learn have an immediate impact at work

At Human Factors we work from a firm basis in evidence and research. We have studied the characteristics, skills and competencies of managers and leaders for over 25 years. We have worked with numerous companies helping them to ensure that their key players have the appropriate ability and leadership style to achieve the corporate goals. Our evidence based approach allows us to deliver development which is both focused on the specific needs of the individual as well as directed towards the corporate objectives.

The Human Factors' approach does not use generic training instructors or materials. Rather each tutor is an expert in their field, involved in training, coaching, consulting and research with Human Factors. This allows each workshop to be adapted to your organisation and even to each group's needs.

Feedback from our delegates:

“Both the content and trainers were excellent. This has been the most useful training I have attended so far.”

Association of Chartered Certified Accountants



“I didn’t really know what to expect but what I learned was invaluable. Everything, especially arguments, deduction, inference and assumptions were all fantastic.”

Hilton Hotels

We offer courses on a wide variety of topics. Please contact us for more details.



Human Factors International www.hfi.com