

Talentonic Coaching Methodology

- Discovering the “wind beneath their wings”





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Introduction

Talentonic coaching methodology enables clients to realise their business potential by focussing on developing key talent. We focus on helping leadership to bridge performance and potential gaps and better manage career transitions. We work best where the business has an appetite which requires “wind beneath their wings” to enable individual leadership members them to fly higher and farther. Our coaches are senior and accomplished industry leaders who have themselves practiced leadership development in challenging environments.

Coaching Models

1. External Coach.

Advantages

- a. Vast experience and can diagnose the issues easily.
- b. Specialist skills and experience offer open environment to question established methods and processes
- c. No day - day distractions

Disadvantages

- a. Have emotional distance
- b. Cost may be high and unbudgeted
- c. Availability may not match short term needs
- d. Changes identified may be irrelevant to the organization setup

2. Internal Coach

Advantages

- a. Invest personally which gives an opportunity to know coachee properly
- b. Build and demonstrate trust
- c. No direct cost for the organization
- d. Know the culture and processes of the organization

Disadvantages

- a. Less coaching experience
- b. May not be innovative as coach is too much a part of the system
- c. The coachee may fear that this may impact performance ratings
- d. Coach may be biased

3. Manager as a Coach.

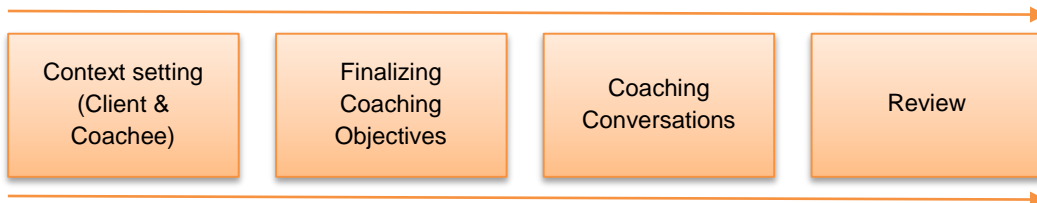
Advantages

- a. Manager is aware of the coachee’s skills and capabilities
- b. Helps identify solutions to certain work related issues
- c. Creates better relations between manager and subordinate

Disadvantages

- a. Power relationship may inhibit development of trust and openness
- b. Previous experiences may affect manager's and coachee's perception of capability and could hinder impartiality

Key Process Steps



1. Context setting

a. Set the right expectations with the client.

	Nature Of Relationship	Quality of Relationship	Focus
Managing	<ul style="list-style-type: none"> • Hierarchy • Power • Evaluative 	<ul style="list-style-type: none"> • Accountability • Clarity • Deliverables 	<ul style="list-style-type: none"> • Task Oriented
Leading	<ul style="list-style-type: none"> • Credibility • Power Difference 	<ul style="list-style-type: none"> • Inspirational • Supportive 	<ul style="list-style-type: none"> • Organization Vision & Values • Future Operations
Coaching	<ul style="list-style-type: none"> • Structured • Voluntary • Defined 	<ul style="list-style-type: none"> • Permission based • High Trust • Challenging/ Honest • Non-Judgemental 	<ul style="list-style-type: none"> • Asking questions • Helping raise awareness & adapt. • Action • Develop Competency
Mentoring	<ul style="list-style-type: none"> • Senior/Junior • Expert/ Learner • Broad based 	<ul style="list-style-type: none"> • Personal / Caring 	<ul style="list-style-type: none"> • Life & Career
Counseling	<ul style="list-style-type: none"> • Expert • Problem holder seeking help 	<ul style="list-style-type: none"> • Distress Help 	<ul style="list-style-type: none"> • Corrective

b. Develop the coaching context for each individual

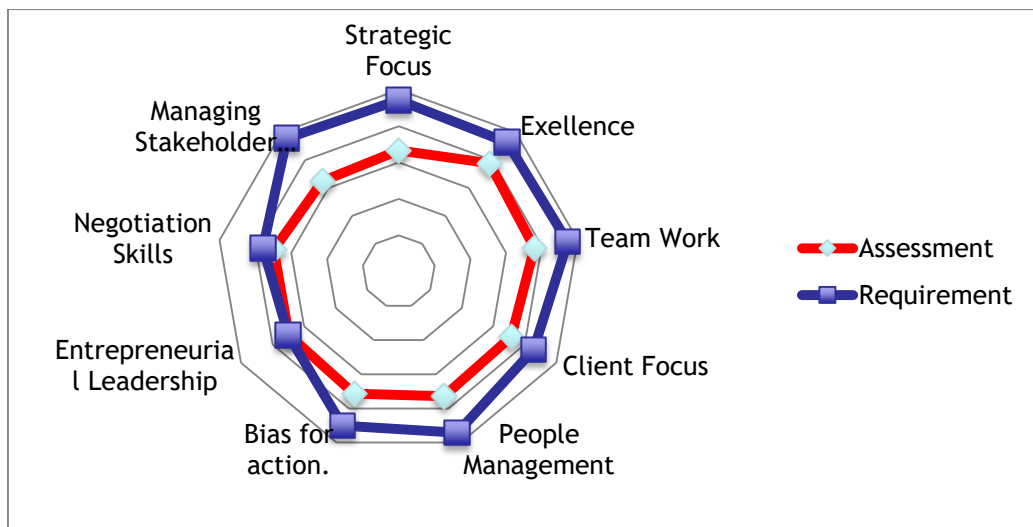
- i. **The Role** : The role expectations. The 360 degree relationships.
- ii. **The performance framework**: Assessment, Medium and long term expectations, Level of discontinuity.
- iii. **The competence framework**. Prior assessment including 360 degree, Level of discontinuity.
- iv. **Culture fit**. Understand style and cultural expectations.

- v. **Professional objectives:** Career plan & goals. Assess coachee awareness and interest in coaching

c. **Finalise coaching style based on understanding of skill & will**

- i. May not be a fit case for coaching. Try counselling.
- ii. Work on underlying motivation. Short term goals. Create velocity & energy.
- iii. Assist in creating an expected skill & performance gap. Future bottlenecks.
- iv. Raise the bar. Show possibility & potential.

2. **Finalise the coaching objective - Agree the competency gap, and if required the expected performance gap areas.**



3. **Schedule Coaching Discussions.**

Set up a regular schedule of coaching conversations. Normally, we would budget at least 4 hours of coaching conversations in a month, with at least one session of two hours being face to face every month. The coaching conversations would follow the following steps.

a. **Goal**

Agree on the discussion topic and the goal of the session.

- What do you want to achieve in this session?
- Why is this important to you now ?
- What difference would you like to see on leaving this session.?
- How will you know that you have achieved this.?

b. Reality

Invite self assessment and check assumptions.

- What impact or effect does this have.?
- How do you know that this is accurate?
- How often does this occur?
- What are other factors that are relevant.

c. Obstacles

Identify obstacles and types.

- What prevents you from reaching your goal ?
- What else gets in the way.?
- What personal changes do you think you need to make to achieve your goal.
- What is hindering you from changing?

d. Options

Invite suggestions from the coachee and make sure that the coachee makes the option choices.

- What other approaches are possible?
- If you could choose, which approach would you select.
- Who might be able to help you.?
- What are the pros and cons.?
- What option would you prefer to go with.?

e. Way Forward

Get commitment to act.

- What are your next steps?
- What is the time frame.?
- What support will you need?
- How will you get that support.?

4. Coaching review

The coaching conversations should last for six months for each coachee. There should be an interim review after three months and a final review after 6 months of start. The review should follow three steps.

- a. A process review on template provided by Talentonic. Client HR team will administer the survey and share the results with the coach. This can be done after 3 months to make sure that the coachee is getting the benefit. The template is reproduced below.

	1	2	3	4
	Strongly Disagree	Disagree	Agree	Strongly Agree
1. My coach and I set objectives for coaching.				
2. The expectations from the senior leaders for the coaching initiative are not clear.				
3. My coach and I connected and established rapport.				
4. I was skeptical that coaching was going to work for me.				
5. I was satisfied that the first three or four sessions provided a strong foundation for our coaching conversations.				
6. Conducting coaching over the telephone is very effective for me.				
7. The pacing of the coaching sessions is about right : not too fast or too slow.				
8. The personal assessment data were effectively explained to me.				
9. What suggestions do you have for improving the introduction and initiation of coaching ?				
10. I understand how to be more effective as a leader.				
11. I am gaining insights into personal changes that I needed to make to be more collaborative with peers.				
12. I am learning about the impact my actions have on others.				
13. Coaching is opening up new ways for me to look at business situations.				
14. I understand how to work more effectively with my peers to accomplish business objectives.				
15. I am learning how to engage my work team more effectively to achieve goals.				
16. Coaching is enabling me to explore new ways to increase teamwork.				
17. I have begun to improve my communication skills.				
18. How has your experience with coaching increased your knowledge about how to be more effective ?				

- b. A development review which should happen 6 months into the coaching assignment. This is a momentum survey which is done on a 360 degree format but assesses (i)awareness of the coachee about the development areas identified in the previous 360 degree assessment. (ii)Ignition. Has the coachee initiated the action along the desired direction, (iii)Impact. Are the actions taken by the coachee creating the correct impact/performance.
- c. A quick review of the coachee by a team consisting of the Manager, Head HR and the Coach. They review the above two inputs, and the feedback of the Manager. Objective is to review the journey of the coachee and suggest next steps, if any.



Profile of Coach

Deepak Dhawan has over 38 years of general management, organization development and core HR experience at a strategic level across public and private sectors in steel, automotive and services sectors. He is a thought leader on Human Resource Management

Deepak is currently the **CEO & Founder of Talentonic HR Solutions** a young and rapidly growing strategic HR consulting firm. He personally leads the strategic HR practice of Talentonic, and, in this capacity has been a coach to CEOs & Heads of HR.

Prior to this, he was the **Vice President & Global Head HR** of Exl Service (NASDAQ: EXLS) where as a member of the **Executive Committee** he provided thought leadership to the journey from a captive operation in danger of extinction with 900 employees, to a publicly listed, global third party operation with over 20,000 employees. Built up the HR Team and the organization processes into a powerful delivery engine. (2002 – 2008)

Prior to this Deepak was with the Eicher Group (1990 – 2002) in various capacities, the last being **Executive Vice President HR & Strategic Planning**. He was a member of the **Group Management Board** and was keenly associated with various strategic initiatives including as a key member of the team for turnaround and integration of Royal Enfield, rebranding of the Eicher Group and retooling HR strategy behind the revised branding.

In Steel Authority of India (1977 – 1990) Deepak was initially in Bhilai Steel Plant then as **Senior Manager Strategic Planning**, part of the think tank, which worked with Dr. V Krishnamurthy on the three-year comprehensive turnaround of SAIL.

Deepak brings key strategic skills with demonstrated successes in change management, business turnaround and merger integration. Has a reputation for highly business focused HR strategies. Deepak is a keen student and architect of leadership development initiatives, competency models, technology enablement of HR and corporate governance as a means of lasting performance management and organization development.

Deepak is an **alumni** of **St Stephens' College** and **Faculty of Management Studies**, University of Delhi.

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Coaching credentials

1. Coach for the Promoter MD & CEO of health services firm in Bangalore. Assisted him to understand his own role, professionalize the organization, understand his development needs and deal with family issues holding up the growth of the business.
2. Coach for Global Head HR of ITES firm. Helped deal with the discontinuity of the role.
3. Coach for Promoter CEO of Real Estate Firm. Come to terms with people management issues in a high growth environment.
4. Coach for Group Head HR of a Fashion and Real Estate major. HR issues in a start up environment.
5. Coach for Promoter CEO of a Broadband service provider. Turnaround and change management for rapid growth.
6. Coach for a Vice President Sales of a technology startup in the hospitality sector. Inter-personal and behavior issues.
7. Coach for the Promoter CEO of an e-commerce start up. Pangs of growth.
8. Coach for the Group Head HR of a Health Services major.

