

# Leadership Coaching

*making the difference where  
it matters*

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## About OQ Consulting

At OQ Consulting, we are known for our global expertise in business and organizational effectiveness. Aimed at positively impacting an organization's most differentiating assets - its people - we help leaders optimize themselves, their organizations and their talent base; to operate more efficiently and to realize personal and business objectives.

Our key differentiator is our hands-on, real-life corporate and business experience. This experience and related coaching relationships have allowed us to develop our unique approach, which sets us apart in that we truly understand the environment in which leaders and organizations operate, which makes our leadership programs relevant and real.

## Leadership coaching

The role of coaching is becoming increasingly more prominent since it is proven to have a positive impact on business and leadership performance. The motivation, approach, behavior, and attitude of leaders tend to create a domino effect that can affect the entire organization. Different from consulting, mentoring or training, coaching can improve personal effectiveness and increase confidence.

At OQ Consulting, we think about coaching as a development tool with a forward-looking focus on growth. As a consequence, our approach centers on enhancing leadership competencies and effectiveness through increased emotional intelligence and learning agility.

Coaching is a confidential one-to-one relationship between the coachee and the coach, with the objective to produce positive changes and improvement in behavior, attitude and competence to benefit performance and agility. It consists of a series of structured meetings that are meant to be thought-provoking, sometimes even uncomfortable, but aimed at inspiring the coachee to take risk and maximize his or her potential. In the coaching sessions, we create a safe environment to allow the coachee to share experiences and feelings and to help gain fresh perspectives on personal challenges and opportunities. The focus is to enhance flexibility, thinking and decision-making skills, and help manage business and personal complexities and challenges in order to maximize potential and growth.

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## Approach

### 1. Delivery

Coaching is a one-to-one engagement. Therefore, our coaching programs are personalized and tailored around the needs and dynamics of each organization, its leaders and its people. The sessions are preferably conducted face-to-face: either in person or via video conference. This method allows for better results for body language and facial expressions are included into the sessions. The alternative is conducting the sessions telephonically.

### 2. Methodology

The coaching process starts with a half-hour introduction meeting to build rapport, explain the process and set clear expectations. The first full session will focus on identifying the coachee's motivational drive and potential as motives are recurrent concerns, present in thought that drive, direct, and select behavior.

A critical component of the process is participation in an assessment by the coachee. We review available assessment data and ideally gain input from representatives of the organization. Subsequently, we help the coachee formulate realistic yet challenging goals for development and optimal performance. Successive sessions are aimed at providing support to the coachee during the process, at achievement of milestones, and personal growth.

Coaching helps the coachee discover his or her own path toward optimal performance by facilitating individual behavioral change and competence enrichment, but within the context of the organization. Involvement of the organization will be to the extent of aiding in the goal setting process and to help assess change and progress, as well as potentially provide input using a 360 assessment tool. Note that this involvement is discussed and in advanced with the coachee and, if applicable, a representative of the organization, in order not to jeopardize the confidential nature of the coaching relationship.

## Confidentiality

Confidentiality and trust are key components of coaching. Therefore, the sessions are confidential, non-judgmental, unbiased, and focused on the coachee. OQ Consulting will not divulge any information or any conversation to the organization or any other individual without the agreement of the coachee.

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## Benefits

The best organizations realize the value of supporting coaching practices for the development, retention and growth of their leaders, benefiting from improved interpersonal skills, individual initiative, innovative thinking, learning agility and performance confidence that coaching draws from the coachee. The enduring benefits from coaching are:

- Retention of key leaders by recognizing and developing them through coaching
- Increased individual motivation and commitment
- Optimized individual productivity, performance and potential
- Enhanced leadership and interpersonal skills
- Increased effectiveness of organizational interactions and productivity
- Development of balanced leaders
- Increased cultural sensitivity
- Preparedness for a new role or transition
- Permanent behavioral changes

## Critical success factors

In order to derive the most value from the coaching engagement, the following 3 factors are paramount:

- i. **The right match:** it has to 'click' – the chemistry or personal dynamic between the coach and the coachee is essential in order to have meaningful and challenging conversations based on trust and equality.
- ii. **Personal commitment of the coachee:** there has to be a willingness to learn and evolve. The coachee has to be actively engaged in the process and have a positive attitude towards change and self-awareness. This requires dedication, punctuality, preparation, and the willingness to take risk.
- iii. **Strong commitment from the organization:** the organization must be committed to the development of and the investment in the coachee. Involvement of the organization by means of providing support, input and feedback is important. Consideration for confidentiality is essential.

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OQ Consulting provides services globally.

For more information, please contact [info@OQ-Consulting.com](mailto:info@OQ-Consulting.com)