



Even when people want to give their best, individually or as a team, most people cannot fulfill their potential. They 'overlook' the solutions which lie at their feet or cannot break the vicious circle themselves. Thoughts and ideas can restrict growth, as can having 'no time' to reflect on own actions and experiences, let alone knowing what one really wants.

WHAT'S COACHING?

Coaching is a focused learning process aimed at personal and professional growth in order to fully utilize one's strengths and talents. Regardless of the individual or the organizational

context, the essence of coaching is to help clients bridge the gap between who they are and who they want to be. In this process the client has the resources to resolve his/her issues. Coaches 'guide' clients in utilizing these resources effectively.

Maleene coaches people and organizations with regards to:

- > Career development
- > Career transition
- > Communication skills
- > Teamwork
- > Leadership development
- > Management challenges and development

- Coaches help clients plan ways to get to their future vision, with a high probability of success -

Frederic M. Hudson

APPROACH

All coaching engagements are different. For every human, every question, every situation is unique. The orientation on the individual, as well as results, makes coaching impactful. In all coaching engagements Maleene employs the following principles:

1. The coach's role

Questioning and active listening, these two activities summarize the coach's main role. Questions encourage clients to reflect, explore and experience. They raise awareness, give insights and result in growth. Instructions, mentoring and advice giving are less powerful in 'enabling' that process. They might even lead to dependency. This is the opposite of what coaching tries to achieve.

2. The whole person

Coaching addresses the whole person. Past, present and future. Work and private life are often seen as two separate 'worlds', but a human can't be divided

like that. Moreover, issues that clients face at work often also come into play at home. And vice versa. The whole person also means an equilibrium between head and heart. From this perspective only an integral approach will achieve 'clear' results.

3. The client sets the agenda

The client sets the agenda and defines the goals. This is where there is a difference between teaching and training. Coaching also does not follow a set program. The coach may utilize certain models or a framework, it is the client who sets the agenda, both in the sessions, as well as the engagement as a whole.

4. Coach and client are equals

Coach and client collaborate as equal partners. Like colleague-colleague and adult-adult, based on mutual respect. The relationship is open with no judgement. Coaching will not be effective if respect is lacking or if judgement rules.

> COACHING

5. Coaching is about change and action

Clients want coaching because they want something to change.

Mostly the wish for change is related to effectiveness and to bridge the gap between who they are and who they want to be. In short: the gap between performance and potential. The essence of coaching lies in change and ways (actions) to achieve that change.

This requires client's willingness to look within themselves, respond to feedback and make the change necessary to improve their performance and effectiveness. This makes coaching not an easy process and requires the client to be ready and to be motivated for coaching. If the client or coach has doubts about readiness or motivation, it is not advisable to embark on a coaching trajectory.

COACHING ENGAGEMENT

Most coaching engagement are 4-6 months in duration, with flexibility to either extend or terminate early as circumstances warrant. All engagements start with an intake-conversation between

client and coach and, in a corporate setting, also with the person's superior or HR-partner. The goal of this session is to get to know each other, to assess coachability and to clarify objectives. That conversation is then summarized in writing and is referred to as the coaching contract. Note that this is not a legal document.

Maleene conducts coaching sessions, both in person and by phone. in meetings that usually last 1-2 hours. Most engagements start with two sessions per month. As the coaching progresses, the interval between sessions may change. Between sessions Maleene is always available by phone or mail if clients need feedback, reassurance or have queries. In addition Maleene uses e-coaching facilities as an extra resource.

INTERVISION

Intervision is a 'peer' group engagement lead by a professional coach. Like a 'small' group of leaders or high potentials. Intervision is aimed at better performance

in the organizational or working context. Participants reflect on their own thoughts and actions. More specifically, they delve into inquiring dilemma's, complex situations, values and beliefs, habits and behavior and so forth. By addressing

these themes in a group, intervension deepens and expands the learning ability of individuals as well as the organization. Often intervension groups develop a strong and trustful bond and they stay connected even after the intervension has ended.

RESULTS

Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential (definition: International Coach Federation). For organizations the benefits of coaching are related to improvement of motivation, commitment, collaboration, communication and performance and a decrease in absenteeism and staff turnover.

Maleene de Ridder is a certified coach who trained at the Hudson Institute of Santa Barbara. Their training program is one of the leading coaching certification programs in the United States. Distinctive for their approach is the 'Leading

from Behind' principle, the Cycle of Renewal and their extensive focus for change within humans and organizations. As Maleene is fluent in Dutch and English, she works with clients in Holland, as well as abroad.

