

*Coaching high achievers*

## **360° Executive Coaching**

360° Executive Coaching – not to be confused with the 360° appraisal process now so widely used in corporate life – is one of the latest developments in coaching. It is also one of the most exciting.

The fundamental principle is to expand perceptions of the client from those of the coach to include the views of colleagues with whom he or she works closest.

This may sound rather daunting. But the reality is that it almost always works extremely well and produces excellent results.

All Pitkeathley's coaching involves a partnership between client and coach, and the setting of objectives. 360° coaching opens this partnership up to include the client's boss, two or three peers, and two or three subordinates – say seven or eight people in total.

Harvesting this rich, and highly relevant, additional seam of opinion can greatly increase the effectiveness of the overall coaching process.

It enables coach and client alike to form a much more multi-dimensional view of the client's perceived strengths and weaknesses: "why you are good at what you do", and "what could you do better".

360° coaching provides an opportunity for the colleagues involved to play a more active role in supporting the client in achieving his or her objectives, on an ongoing basis. That helps to develop a culture of supportive behaviour around the organisation. It also exposes the colleagues to the coaching process.

Perhaps most important of all is the active participation of the client's boss. He or she is in a better position than anyone to support the client's development – and indeed will benefit most from it (other of course than the client!). So, 'boss buy-in' is really important.

In his presentation on 360° coaching, Bill Pitkeathley explains in more detail its benefits, and how it works in practice.

Those willing to involve their colleagues in the coaching process in this way are maximising the value of coaching to themselves and to their organisation.

The question among clients will increasingly become: can we afford not to have 360° coaching?