



**Coaching to drive High Performance  
and Employee Engagement,  
Impacting Business Results**

---

# Introduction

Winning in business is determined by the quality of leadership. In addition, leaders and managers in organizations have to utilize coaching to improve engagement and productivity as well as the career and skills development of their team members. Studies have shown that while classroom training increased managers' performance with an average of more than 20%, adding a one-to-one coaching intervention after the training can push performance up with as much 88%.

Globally recognized for its effectiveness, coaching has become one of the most heavily invested tools in senior leadership development among the world's most outstanding organizations. The demands of a competitive business environment, the emergence of a more transformative approach to leadership and the emphasis placed on employee empowerment and accountability, have all resulted in the growth in the use of coaching, mentoring and other career development activities in workplaces worldwide. Our cutting-edge programs provide thorough and highly thought-provoking sessions focusing on tools and practical application of coaching strategies so that you come away fully equipped to operate more effectively in your role.

Pan African Learning and Growth Network (PALGNET) offers coaching to individuals (including executive coaching), teams and entire organizations. We currently have four coaching options - Strengths-Based Coaching, Executive Coaching, Visible Felt Leadership (VFL) Coaching and Supervisor Coaching. Choosing the right option for you or your team would depend on your individual or team needs and where you are in your career right now.

Individual coaching is a personal journey between coach and coachee where they decide the format, frequency, duration and expected outcomes between them. Team coaching follows a process starting with coaching of individual team members followed by team sessions where team members are helped to understand team strengths and how the strengths of individual members can be aligned with team roles and work. Through our association with professional coaches we have the capacity to offer one-on-one coaching to entire organizations over a relative short period. Our associate coaches are all experts in their fields and have a proven track record of successful coaching interventions.

---

# Option 1: Executive Coaching

## THE COACHING HYPE

What used to be a stigma (“you’re so broken you need a coach”) has become a status symbol (“you’re so valuable we need to get you a coach”). Tiger Woods and Michael Phelps have coaches. Even Barack Obama had a coach when he was president of the US. Microsoft’s young high-potential leaders get coaches. If top athletes and organizations think they need coaches, shouldn’t you have one too?

Our advice is to consider this carefully. Executive coaching - personal training in leadership - should be used like a powerful prescription drug that works best under certain conditions. When used as a silver bullet fix-all, it is less effective, expensive and could even have negative side effects.

## WHO SHOULD GET AN EXECUTIVE COACH?

Here are five questions to ask in order to determine if you or your team members needs an executive coach...

- How valuable is this person’s performance and potential to the organization?
- What is the challenge the person is facing right now?
- How willing and able will the individual be to work with a coach?
- What alternatives to coaching are available?
- Are key people in the organization ready to support this person’s efforts to grow and change?

## WHAT WE OFFER IN EXECUTIVE COACHING

PALGNET’s certified coaches are selected on the basis of what they’ve already achieved - their proven and documented track record. They’ve all worked with leaders in some of the world’s leading companies and achieved results which can be verified. Here’s what they can do for you...

- Clarifying goals and staying focused on key actions to achieve them.
- Assessing leadership strengths, improvement areas, and performance opportunities.
- Clarifying organizational mission, vision, values, and goals.
- Managing time, priorities, and work, and eliminate less important activities.
- Clarifying and applying professional development and career planning.

---

# Option 2: Visible Felt Leadership (VFL) Coaching

## WHAT IS VISIBLE FELT LEADERSHIP?

Visible Felt Leadership (VFL) is a leadership approach where leaders interact directly with employees in the workplace. When done right, this gives them the opportunity to set an example, influence the group culture, build relationships and show personal interest in people's well-being.

## ADVANTAGES OF EFFECTIVE VFL

Through VFL leaders publicly show their own and the organization's commitment to caring about people. In this way it can be a strong building block to build trust and improve relationships among employees, customers, shareholders and even communities.

VFL is also a critical element in creating a sustainable **safety culture**. It gives leaders the opportunity to assess safety practices on ground level and challenge employees to commit to safety and behave in ways that are aligned with what is important for the business and their personal safety. These leaders lead by example because they feel and believe in what they do. When felt-leadership is demonstrated within an organization in the area of safety, a cultural transformation can and will occur. More importantly, that transformation is sustainable because it becomes part of the fabric of the company and the environment in which employees operate.

## VFL COACHING

PALGNET's VFL coaching equips leaders (executives, managers, supervisors, safety professionals, etc.) to interact with employees in constructive and brain-friendly ways. Our associated VFL coaches are highly experienced in this practical aspect of leadership as well as in safety culture transformation. Coaching sessions typically runs over two hours (one session per month over 3 months is recommended) of which a significant portion is spent on-site with the coaches.

---

## Option 3: Strengths-Based Coaching

### **FIXING WEAKNESSES DOESN'T WORK**

Probably the most common reason why individuals, teams and companies/organizations struggle to reach their full potential is the fallacy that in order to be successful you need to 'fix' your weaknesses.

The futility of this approach has been revealed by more than 40 years of research by the Gallup Organization, which included millions of people around the globe. Gallup's research proves conclusively that the best-led organizations know that the most direct path to individual, team, and organizational improvement begins with an investment in their employees' talents. The key to success is not to focus on improving weaknesses, but to discover what is naturally "right" with people, and then build on that.

### **STRENGTHS COACHING**

Supported by this overwhelming evidence and our own experience, PALGNET follows a strengths-based approach to coaching. The coaching journey typically starts with individuals completing the online Clifton Strengths Assessment (formerly known as Gallup Strengths Finder) followed by one-on-one coaching (face-to-face or via Skype) by an accredited Strengths Finder coach.

## Option 4: Supervisor Coaching

### **WHY SUPERVISORS?**

One of the greatest shortfalls in many organizations is the fact that many supervisors are expected to lead and manage their people without ever been formally trained to lead or manage people. In recent times our Supervisor Development Programme has helped to equip supervisors in some of world's most forward-thinking companies to be able to lead and manage more effectively.

### **SUPERVISOR COACHING**

Our Supervisor Coaching is recommended as a follow-on for supervisors that have attended some of our workshops or are participating in the Supervisor Development Programme. A qualified and experienced coach would typically use the GROW Model to help coachees identify and set personal leadership Goals, Realities, Options and Will (commitment), and then guide and support them as they embark on a journey towards more effective leadership.

---

# Option 5: Systemic Team Coaching

## CREATING HIGH IMPACT PERFORMANCE TEAMS

Help your Team discover its compelling purpose that will engender the passion and commitment to fulfill it.

One of the greatest High Performing Teams are a group that are committed to something larger than themselves. Their characteristics:

- Outperform all expectations
- High levels of enthusiasm and energy
- They can overcome most odds
- Have more fun and humour than ordinary teams
- Deeply committed to one another's personal growth and success

## WHAT CAN I EXPECT?

A powerful and effective process, which, dependent on the needs of the business, will enhance:

1. The performance of individual team members, Improving the ability of individuals to more fully contribute to the collective work of the team
2. Business Impact -The team's collective performance, Clarity of purpose, improved team relationships, processes and ways of working. Building effective relationships with key stakeholders
3. The immediate business and the wider organizational systems, including: Direct reports Sub-teams Senior internal stakeholders Customers & Suppliers Shareholders

The coach will work with client for a period of 4-6 months

## HOW WILL IT WORK?

A four-phase process:

1. Contracting Initial agreement with the team leader/sponsor about the scope of the work
2. Inquiry, Discovery and Re-Contracting Interviews will all parties to assess the nature of team coaching required - leading to re-contracting with the team on key objectives and processes. To include the T360 process, (optional).
3. Listen, Explore, Action. Undertaking the body of the STC work over time
4. Review-Final assessment on achievement of objective

The outcome of the programme will be a rewarding process, enabling you and your team to discover and adopt new ways of doing, thinking, experiencing and learning.

---

***Fueling Performance in the Future, rather than assessing it in the past.***

Talk to us today for more Info or to start your coaching journey:

CONTACTS

Plot No. 102, Area 14, Lilongwe

Malawi, Africa

Tel: +265 (0) 212 278 897

Cell: +265 (0) 998 429 138

Email: [training@palgnet.com](mailto:training@palgnet.com)

Web: [www.palgnet.com](http://www.palgnet.com)

[www.facebook.com/palgnet](http://www.facebook.com/palgnet)

[www.linkedin/company/palgnet](http://www.linkedin/company/palgnet)

VAT#: 0814329