



**DRAGONFLY GROUP**

## **Executive coaching**

### **What is Executive Coaching?**

Executive coaching is a highly interactive process through which a coach helps a professional in a top or middle level position to achieve extraordinary results in his/her organization.

Helped by the coach, the coachee will first set his personal objective for the coaching program. Then he will analyze his current situation, understand the root causes of the challenges he might be facing, the role of his environment but also of his personality (personal values, desires, habits, etc.). He will explore options and choose what he sees as the best solutions, which he will plan and implement step by step into a course of actions during and after the coaching.

Executive coaching is a process that is not only very practical and efficient, but very respectful of each individual as well.

### **The role of the Executive coach**

Perhaps the great challenge to the Executive coach is to engage the coachee in a purposeful dialogue. Rapport is vital and the chemistry between the two must quickly establish trust and credibility. The fundamental principles of coaching facilitate this trust, such as the absence of judgment from the coach and the total empowerment of the coachee during the whole process.

Active listening, skillful questioning and ability to deliver honest feedback are essential skills for any professional coach.

### **Coaching in China**

Executive coaching is even more useful in China because it also addresses the intercultural dimension of interpersonal relationships.

- Chinese managers need to develop their leadership to meet the expectations of their foreign peers and superiors and to be respected by their foreign subordinates.
- Foreign managers need to balance their management style to interact more efficiently with their Chinese partners, peers and subordinates.

Coaching is particularly recommended in the following situations:

- To grow the most promising talents in your organization
- To ensure the success of an individual in a new management role
- To encourage communication and openness from board members in a Sino-Foreign Joint-Venture
- To facilitate the adaptation of foreign executives to a completely new environment
- To prepare Chinese executive for global responsibilities
- To solve tense situations between one individual and his subordinates, colleagues or superior

### **Our Coaching Practice**

- 8 years corporate and business coaching in China since 2008
- Repeat business includes retaining a corporate client for 4 consecutive years till today
- Experience in working with coachees from various industries (e.g., manufacturing, chemicals, logistics, energy, retail):
  - Executives and senior leaders
  - Managers of all business functions at each level
  - Leaders transitioning into new positions
  - High-potential leadership candidates
  - Technical professionals and experts

### **Our Professional Coaches**

- Our coaches are professionally certified with years of coaching experience.
- They can adopt different coaching styles to match different coaching needs.
- The diversity of their background (culture, education and professional experience) facilitates the match between the coachee and the selected coach.
- Coaching can be done in several languages: Chinese (mandarin, Shanghainese, Cantonese), English, French, German and Italian.

### **A corporate or an individual initiative**

The initiative of the coaching can either come from the company willing to capitalize on its employees and offer them an opportunity of self-development, or can come from individuals.

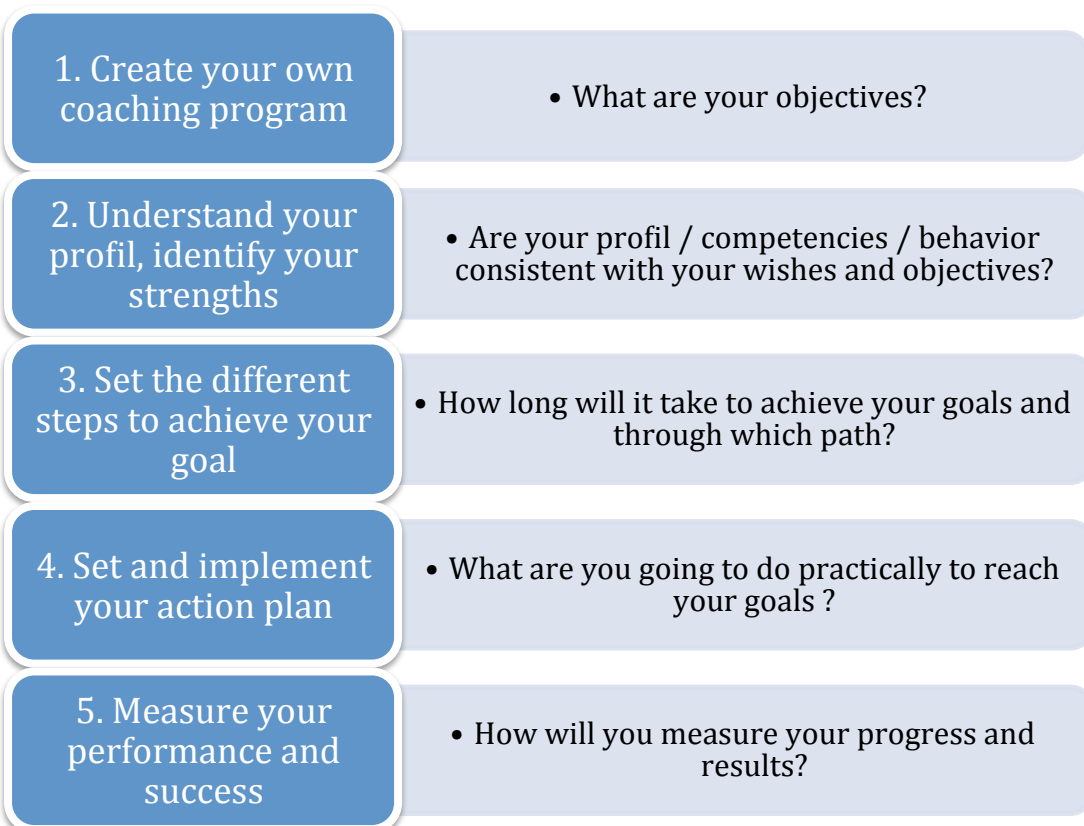
## Practical organization of our coaching

At the beginning the future coachee will meet 2 or 3 of our coaches separately in order to choose the one he feels more comfortable with. It is also a time during which he can ask questions about the coaching methodology, which can help him to be fully convinced about the interest of such a process (if he was not in the first place).

With the help of the coach, the coachee will then clarify the objective of the coaching, both for the company and for him. Usually the coachee will also take 1 or 2 psychometric assessments that are very useful to understand oneself better.

Then the coachee and the coach will meet regularly for sessions of 90 or 120 min. The frequency is flexible and will depend on the need and availability of the coachee, but typically every 2 or 3 weeks. Some time between sessions is necessary so that the coachee can experiment gradually what he has decided to during the sessions. A coaching program spreads usually on 6 months, shorter or longer depending on the needs.

If the coaching is sponsored by the company, the company will be updated at mid-term and at the end of the program about the evolution of the coachee, but without disclosing any information that the coachee wants to stay confidential. This confidentiality is essential to the trust of the coachee in the process and therefore essential to the success of the coaching.



## **The efficiency of our Executive coaching**

Coaching is a very efficient tool for talent development because it is much more engaging and empowering than any training. To induce real, long lasting positive change, coaching is the best solution because it induces self-assessment, experimentation, commitment, and flexibility of thinking and behavior.

It can be of great help for anyone, but even more for Chinese people because their education and the corporate culture in Chinese companies do not foster self-development.

All our corporate clients and coaches have told us their great satisfaction regarding the positive impact of our coaching. It is common that companies that have tried our service with one executive, asks us to pursue with a few other key people in their organization.

And they particularly appreciate the possibility to do the coaching in their native language.

# Team coaching

## What is Team Coaching?

Team coaching is a type of coaching that is applied to a group of people with a common goal. Its aim is to increase the team effectiveness and help achieve a desired outcome. Team size is usually between 5 and 20 members.

Team coaching is particularly suitable in the following situations:

- Integrating two teams cultures (post merger, joint-venture)
- Start-up or launching a project team
- After restructuring or downsizing
- Experiencing low commitment, productivity, creativity or team morale
- Facing a new initiative or extraordinary challenging goals

In China, the 2 first situations are very common and team coaching can help you overcome the difficulties that arise naturally.

## Our Team coaching programs

We provide 2 programs : the **Team Reinforcement Program**, and the **Team Diagnostic™ Coaching**.

### Team Reinforcement Program

The key development issues to be addressed are defined before the workshop by the management. The workshop takes 1 or 2 days.

### Team Diagnostic™ Coaching

This methodology was developed by Team Coaching International, an American firm. Our coaches are accredited to perform this methodology in China. In this case, the key development issues are identified by the team during the process. A team assessment named On-line Team Diagnostic™ provides a deep understanding of the team self-perception. The Team Diagnostic™ model designed by TCI defines seven separate productivity factors and seven positivity factors.

The program begins with 1 or 2 days of workshop, followed by short on-going sessions planned for several months to accompany the changes.

## Our Professional Coaches

- They are professionally accredited in both corporate coaching and team coaching
- They have an extensive working experience in and with international teams
- They can deliver coaching programs in Chinese, English and French