

USING COACHING TO SUPPORT TALENT DEVELOPMENT



Coaching can be an important tool when identifying and developing the next generation of leaders. It can be highly motivating and engaging for associates as it can be seen as an investment into potential and future career opportunities.

Holistic Talent Development sets clear goals and expectations, ensuring it is going to be valuable. It seamlessly links between identifying, developing, coaching and appointing associates into role. Coaching helps identify associate's strengths and development areas, providing the support they need to reach their full potential.

Here are some insights that may support your own or others' Talent Development:

1

Coaching can enable associates to reach a variety of goals. It is particularly well suited for an associate where the goals involve:

- Refining leadership style to ensure success for yourself and others when taking a role at a more senior leadership level
- Enhancing capabilities to meet the demands of the next role
- Strengthening ability to lead and inspire change within large and widely dispersed teams
- Growing capacity for more sophisticated strategic thinking in a complex and ambiguous environment.

Sometimes an internal mentor can also enhance an associate's experience, providing them with guidance and support to navigate challenges and ensure success.

2

You can use coaching to accelerate an associate's development and success in lateral moves to increase the breadth of their experience. An external coach works with an associate to enable them to more quickly succeed in their lateral role, and then more readily apply their learnings when appointed to their target role.

3

Coaching supports associates transitioning into their target role. Once an associate is appointed to a role, coaching should begin up to 6 months before the start date. This speeds up their onboarding process and helps them get ahead of the role's challenges – meaning they are as effective as they can be and add value from day one.

4

It is important to keep the feedback loop open during the coaching. Whilst coaching is always confidential, it's key to maintain the feedback loop between the associate, coach and organisation during the process. This ensures that the associate knows if their development is on track or if they need to make any adjustments.

If you would like to explore how coaching can help with Talent Development contact us on effem@theoem.co.uk