

# **Business Development Pack**

Promoting the sale of Unleashed

**Contents**

Meyler Campbell Coach Training Programmes: Overview	1
The Leader Programme: Programme Overview	3
The Leader Programme Map	5
Feedback from Business Panel	6
Unleashed Benefits	8
Schedule of fees payable to Meyler Campbell Faculty	10

## Meyler Campbell Coach Training Programmes: Overview

	<b>BCP (Business Coach Programme)</b>	<b>TLP (The Leader Programme)</b>
<b>In a nutshell:</b>	<i>Professional business coach training</i>	<i>Developing 'Leader/Partner as coach' capabilities</i>
<b>Key Value-Adds</b>	<p>Coaching to enhance competitive advantage to:</p> <ul style="list-style-type: none"> <li>• Develop professional coaching capabilities, also appropriate as business service offering.</li> <li>• Deeply enhance consultative and client-facing skills.</li> <li>• Build bench of expert internal coaches.</li> <li>• Benefit from global, high- profile Meyler Campbell business and coaching network for your clients and staff.</li> <li>• Varied professional development opportunities.</li> </ul>	<p>Coaching for sustained talent and leadership advantage to:</p> <ul style="list-style-type: none"> <li>• Drive visible behaviour change, building broad 'partner as coach' capabilities.</li> <li>• Model and champion strong, visible 'coaching culture' message.</li> <li>• Enhance client conversations.</li> <li>• Drive immediate impact (Shorter duration + 'workplace experiments').</li> <li>• Increase leadership self-awareness.</li> <li>• Enhance agile, change-oriented, flexible and Gen Y -ready working.</li> </ul>
<b>Overall structure + Format (length, number of meetings, other activities)</b>	<ul style="list-style-type: none"> <li>• 3 participants: 1 tutor, or 6 pts:2 tutors.</li> <li>• Intro session + 8 x 3-hour tutorials (monthly).</li> <li>• Practice coaching.</li> <li>• 8 x 1- hour individual supervisions (remote).</li> <li>• Reading + written documentation to accompany coaching+ book reviews + case study + business panel.</li> <li>• Creating individual 'coach pack' of resources.</li> <li>• 10 hours of Professional Development.</li> </ul>	<ul style="list-style-type: none"> <li>• 6 participants: 2 tutors (option of pairing 1 MC + 1 host tutor).</li> <li>• Intro dinner + 1 day workshop.</li> <li>• 3 x 4-hour tutorials (monthly).</li> <li>• Practice coaching.</li> <li>• 'Workplace experiments' to quickly integrate learning into real-life work situations.</li> <li>• Set reading.</li> </ul>
<b>Individual Time Commitment</b>	Total of ca. 12-13 days (around 1.25 days per month) over 9-10 months.	Total of ca. 5 days (3/4 days per month) over 4 months.

<b>Curriculum coverage</b>	<ul style="list-style-type: none"> <li>• Broad exposure to key coaching approaches, both individual and team.</li> <li>• Integration of empowering non-directive approach.</li> <li>• Extensive supervision.</li> <li>• Development of coaching point of view.</li> <li>• Developing coaching as a business offering.</li> </ul>	<ul style="list-style-type: none"> <li>• Strong focus on developing skills for effective conversations.</li> <li>• Engaging and motivating coaching and feedback provision.</li> <li>• Developing team effectiveness.</li> <li>• Highly practical focus including 'Workplace experiments'.</li> </ul>
<b>Key Differentiators</b>	<ul style="list-style-type: none"> <li>+ Thorough, in- depth coach training.</li> <li>+ Develops marketable coach capabilities.</li> <li>+ Accredited programme.</li> <li>+ Combines practical and theoretical.</li> <li>+ A more high- touch, personalised experience.</li> </ul>	<ul style="list-style-type: none"> <li>+ Develops manager's/partner capabilities for flexible and effective on-the-job coaching.</li> <li>+ Lends itself well for broad rollout thanks to shorter duration (4 months).</li> <li>+ Option for combining internal and external trainers.</li> </ul>

## The Leader Programme (TLP)

### Programme Overview

This programme explores the mind-set and skills necessary for leaders to have high impact business conversations that engage others and drive performance at both the individual and organisational level. It is intellectually stimulating and highly relevant to the demands of today's business leaders. The programme draws upon latest research and is grounded in proven approaches but is, above all, designed to be practical and relevant to the day job. Entry onto the programme is competitive; hence it offers a high value shared learning environment in which to explore the challenges and opportunities you face with true peers.

Subjects covered include: the nature and *structure of effective conversations*; developing *team* performance / effectiveness; leveraging individual *strengths* and differences; and how to have difficult conversations. You will be asked to do some formal coaching to practice and hone your skills, together with *workplace experiments* applying skills and knowledge to everyday situations and incorporating them within the day job. Please note however that this programme is not designed for leaders who wish to become professional business coaches.

### Programme components

- An introductory dinner the evening before followed by:
- A one day Tutorial / workshop
- 3 further Tutorials each of 4 hours, approx. one month apart (dates set around your busy diaries)
- 4 x individual Telephone Tutorials with your own Tutor
- Set reading / viewing before each Tutorial
- Formal practice coaching with a minimum of 2 practice clients: chemistry meetings and four coaching sessions per client
- A series of workplace experiments to integrate the learnings within your daily role
- A business panel sharing the insights with your organisation

Tutorials / workshops are highly participative and will consist of inputs, discussion, and practice coaching, observation and feedback with fellow participants.

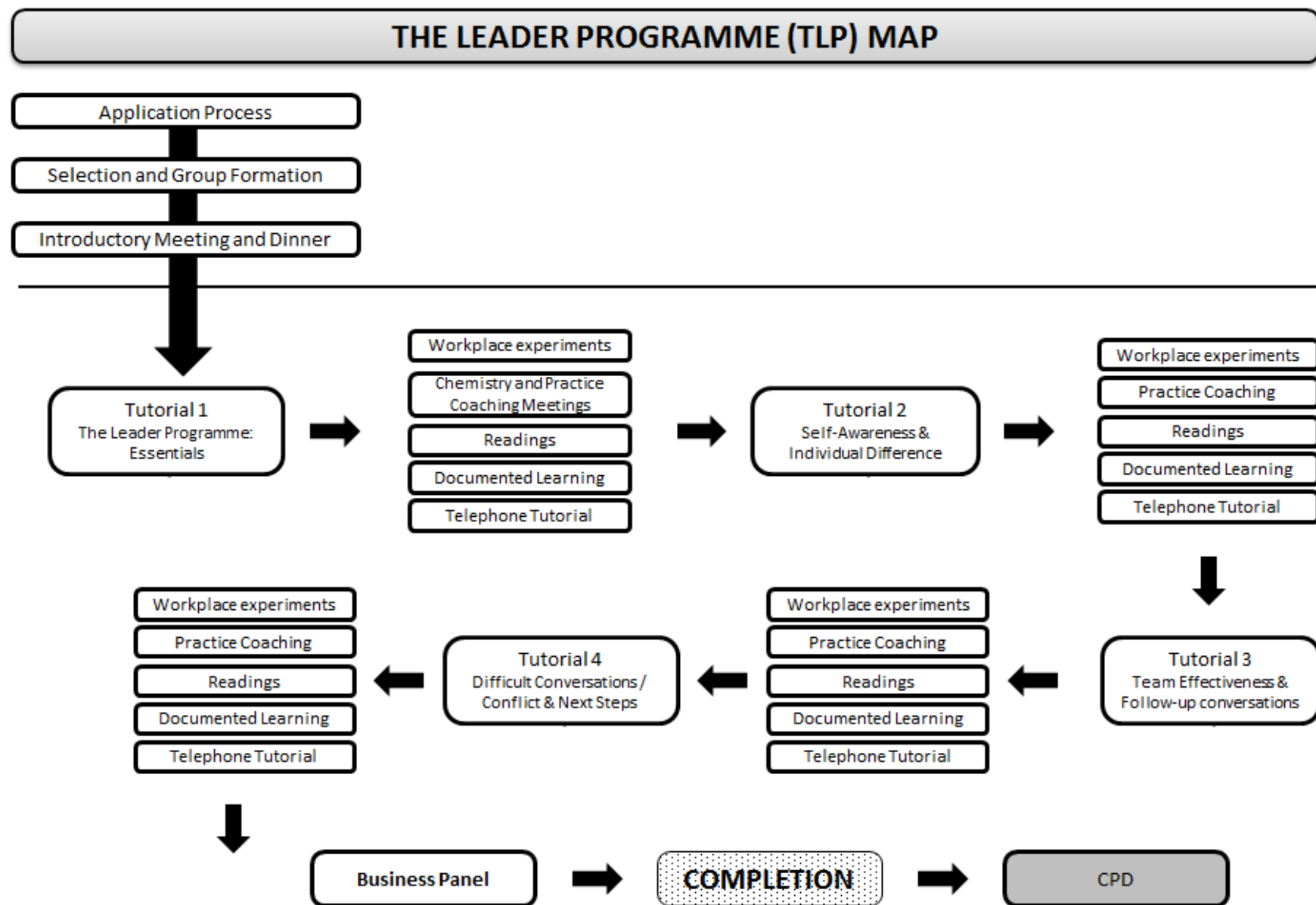
## **Expected outcomes:**

At a personal level:

- Increase your ability to have a wide range of more effective and higher impact business conversations, including high-stakes / difficult conversations.
- Engage others more readily and effectively
- Enhance your strategic thinking capability
- Develop skills to help lead, manage and develop your team(s) effectively
- Increase your own level of self-awareness and confidence
- Discover personal satisfaction and reward in augmenting your leadership repertoire with a coaching approach

At an organisational level:

- Higher levels of engagement with the positive impact that has on productivity, revenue, and loyalty
- Better understanding and use of discretionary effort; leveraging strengths to drive results
- Contribute to future proofing the organisation by developing an agile, flexible thinking, change-orientated and Gen Y ready team



## 1. Feedback from Business Panel – Q3 2015

### Benefits of the programme

1. The toolset – use of the tools results in an increase in individual productivity and a better return on the time invested with our people
2. The programme created a strong network across the business
3. Workplace experiments – you can try things out until they become part of your natural behaviours
4. Confidence – you can help others for *their* benefit which is really empowering

### Additional comments

- The programme was well focused on the day job and the group mix of HR and non-HR people was really good.
- I found Anna's input on the feedback model really useful, reminded me that you're never too senior to learn new things.
- It's not just about coaching but it's about how you use coaching principles in your day to day interactions with people.
- Knowing when to stand aside and let people fly.
- Time to think
- A folder full of useful models we can share with others.

### Benefits to the firm

- Reduction in the use of external coaches
- Increased awareness of individual differences (including generational differences)
- Improved people practices
- Getting the most from our people – better career conversations
- Graduates of the programme could help to facilitate the programme to pass on skills
- More productive meetings – using different techniques to achieve clear outcomes
- Embedding a coaching culture and positive interactions through coaching
- Coaching is very appropriate to the culture of our firm and can help to support that culture. I can now take much more responsibility for the personal development needs of my people as identified through performance reviews rather than just suggesting they speak to HR.



- The most useful tutorial for me was how to use coaching to get the best from the team, with groups of peers, partners etc.
- The opportunity to embed the learning is fantastic because the programme is run over an extended period.
- Of all the skills you've acquired what % will you use? [One participant:] a very high % particularly listening and the use of silence. Nothing we learned was not relevant.
- helpful with building client relationships for partners
- The ability for coaching as a skill to build personal resilience is phenomenal– it puts / keeps ownership of the problem where it belongs, and so saves time as not getting dragged into everything but helping people to find their own solutions.

### **Personal benefits**

- Listening skills and the power of silence.
- Identifying that ownership of the issue belongs to the person presenting it; it's my job to help them to find a solution not to solve the issue for them.
- Time to hear, take a step back – it gave me more confidence in my role.
- Hold the space.
- Don't answer their problems – think what question would help them most?
- Self-coaching – using the tools on myself.

## **Unleashed Benefits:**

### **1. Your subordinates come into their own**

- They have the answer and if they think of it they're considerably more likely to see it through
- They feel empowered and trusted
- Enabled to maximise their potential
- They get on and do the whole task
- They care about the results
- Their bond with you and the company is enhanced
- They love it

### **2. Which means you get more freedom**

- Less troubleshooting, more planning and guidance
- Short term investment for a longer term freedom
- Enables you to concentrate on 'stocking the pipeline'
- Enables you to get on and do what you do best, which probably isn't managing people

### **3. You're more able to facilitate colleagues**

- At c-suite level everyone comes to the table with their own agendas. It can be a competitive environment with big egos and finger pointing.
- Taking a facilitative approach can help defuse the situation and boost your role in the boardroom

### **4. Become more statesmanlike**

- You calm down and become less aggressive
- You listen rather than feel the need to respond
- You catch yourself in your imaginary mirror and you look good
- You become much more resilient
- You fast track your maturity and ditch the petulance of youth

## **5. Desert island fix**

- The process steps are just as applicable to personal problem solving
- Deconstructing problems in your own mind and coaching your conscience leads to a sense of calm and a more ordered approach to decision making

## **6. Business development weapon**

- Takes two ears one mouth to the next level
- Solicits new 'pain points' from client that provide the natural 'in' for a sell

## **7. A sponge for change anxiety**

- When change happens it's easy for staff to harbour anxiety that could result in making them a rejector
- By becoming more attuned to their emotions and open to listen provides the ability to absorb their anxieties and help them make sense of the change, ultimately turning them to acceptors

## **8. Can change the culture of a business**

- As leaders have such influence, this has the ability to ripple across the organisation, eliminate blame cultures, competitiveness and jealousy

## **9. The answer to Gen Y**

- The impatience of younger team members to show their worth is much higher today
- They almost expect to be consulted and hierarchies to be removed
- This approach engages them and delivers against their sense of ambition

## Schedule of fees payable to Meyler Campbell Faculty

(December 2015)

### Payment of fees

Fees will be paid immediately upon receipt whenever possible and 30 days from receipt of invoice at the latest. In the unlikely event that we are not able to do this, the FM will be consulted. Following up late payments by Programme participants is one of the burdens we seek to keep from FMs' shoulders, but on the rare occasion the assistance of an FM may be sought as a last resort, for example to suspend the participant's attendance at Telephone or face to face Tutorials until payment is received.

### Business Coach Programme

Component	3-Participant Syndicate	6-Pack Syndicate
	(3 hours)	(4 hours)
Face to Face Tutorial (Lead Faculty)	£600	£1000
Face to Face Tutorial (Adjunct Faculty)	N/A	£500 FM in training; £750 otherwise
Telephone Tutorial	£200	£200
Observation	£500	£500
Business Panel (per day)	£1000	£1000
Planning Meeting (Lead and Adjunct Faculty)	£350	£350

Where there is a Lead and Adjunct Faculty Member, the Lead FM is responsible for quality, organisation and ensuring that each participant completes all aspects of the programme satisfactorily. This is what differentiates the fees paid to Faculty and Adjunct.

The uplift in fees for the 6-Pack syndicates is because the Tutorials are 4 hours long, versus the 3 hours for a 3 participant syndicate, and the fee reflects the impact that this has on the usefulness of the rest of the day.

For certain special syndicates, there may be specific fees agreed, but this would be an exceptional circumstance.

### **Sales Calls**

A Faculty Member carrying out in depth sales calls with candidates for BCP in response to a specific request to do so by the office will be paid £200 per call.

### **The Leaders Programme (TLP)**

<b>Component</b>	<b>Fee</b>
Full Day Tutorial (Lead Faculty)	£1600
Half Day Face to Face Tutorial(4 h.)(Lead Faculty)	£1000
Telephone Tutorial	£200
Dinner/Planning Meeting (Lead and Adjunct Faculty)	£350
FMs in 'learning mode' on full or half day tutorials	50% of Lead Faculty rate

Our aspiration is that every member of Faculty will be ready to lead The Leader Programme in time. In order to facilitate this, we will offer Adjunct Faculty roles to FMs who have not yet delivered the programme. While FMs are in 'learning mode' i.e. for their first experience of facilitating The Leader Programme (either in whole or in part) alongside a Lead Faculty member they will be paid 50% of the Lead Faculty rate. This is in line with our practice for new Syndicate Tutors on the BCP.

For most TLPs the Adjunct Faculty would be a carefully selected Graduate of the Business Coach Programme who would bring a new dimension to the programme, by ensuring the in-house perspective is represented in the face to face Tutorials. Normally these are not paid, as they are employees of the client organisation. Should external Adjunct Faculty be needed they will be paid 50% of the Meyler Campbell Faculty fee or as agreed directly with Meyler Campbell.

### **Relationship Management**

In some instances, a client will commission Meyler Campbell to carry out a programme of work (TLP) which is likely to generate repeat business or business at scale. In these cases, a member of the Faculty will be appointed as Relationship Manager to that client. The appointment of a Relationship Manager is always at the discretion of Meyler Campbell and by negotiation and agreement with the Faculty Member.

The role of the Relationship Manager is to: ensure the client receives excellent client care and; to proactively coach the client, listening to their needs and identifying any possible business opportunities for Meyler Campbell or members of the Meyler Campbell community.

The specific duties included in the role will be to:

- build and maintain positive relationships with all representatives of the client,
- communicate with and consult the client at every stage of the project or as agreed with the client,
- ensure that all work for the client is co-ordinated and communicated across the Faculty Members involved and that all Faculty on the project are fully briefed in advance of the project,
- communicate any changes or updates to the project to both the CEO and the Faculty Members engaged on the project,
- liaise with the business support team to ensure they are prepared to support the client,
- ensure the client is invoiced in a timely manner for the work,
- conduct any meetings required by the client before work commences and throughout the life of the project,
- be alert to opportunities for additional work and conduct exploratory meetings with the client if further projects are under consideration. In the latter instance the Relationship Manager would always be supported by the CEO.

Remuneration for the Relationship Manager Role will be 5% of the net fee charged to the client for delivery of TLP. It should be noted that fees for anyone taking part in a BCP programme from the client company do not form part of this agreement.

#### **‘Back office’ rate for agreed projects**

Meyler Campbell may from time to time contract with a Faculty Member to undertake some project work, for example, revision of Manuals, or work to do with Accreditation. The fee for this is £1000 per day. Such projects only occur by agreement with both parties.

#### **Referred work under the Meyler Campbell brand**

Meyler Campbell are occasionally asked to refer Faculty members to clients to conduct work which is not core to our offering either as a one off or as part of an agreed programme of work. This is then contracted directly by the Faculty member with the client, under their ‘other hat’ of their own organisation. In order to promote opportunities for the continued success of the MC Faculty Meyler Campbell will not charge an introduction fee to Faculty members for these referral.

#### **Direct approaches to a Faculty Member by a client**

Faculty members may receive direct approaches from Meyler Campbell clients as a result of work they are delivering to that client on behalf of Meyler Campbell e.g. while they are a tutor on an in-house TLP for that client the client offers them a coaching assignment. In these instances the work and fee are wholly owned by the Faculty Member and Meyler Campbell is not entitled to any of that fee.

#### **Direct approaches to a Faculty Member to deliver Coaching Training**

It is in Meyler Campbell’s and therefore Faculty’s best interests for Meyler Campbell to continue to succeed and grow. The primary growth route at this juncture is an uplift in sales of the Unleashed/TLP programme.

Requests for TLP programmes may come about as a result of a relationship which a Faculty Member has with a client e.g. a client may ask a Faculty a Member for a recommendation of someone to deliver coaching training. In these instances, the request should be communicated to the CEO to enable next steps and sales approach to be defined and agreed. If the lead is subsequently converted to an actual programme the Faculty Member will automatically be offered first refusal of the Lead Tutor role for the programme.

This schedule of fees will be regularly reviewed to ensure that our fees remain competitive and fair.