

Coaching

In demanding professional situations, professional support helps focus on the essential aspects of issues and systematically tackle work-related problems. In our approach, coaching is used to provide individual professional support and counselling with regard to specific issues in one's work environment. The opportunity to discuss issues and to work together with an experienced coach helps individuals receive the support they need to successfully overcome demanding situations. Although not the primary focus, personal issues, including work-life balance and reactions to stress, may also be addressed.

The core philosophy of coaching focuses on discussions which revolve around the particular issues at hand and on the goals set by the client. Coach and client work together to establish targeted strategies for dealing with specific and difficult situations. In an atmosphere of mutual trust, new points of view are embraced, possible paths are explored, and concrete, practical proposals for solutions are developed.

Benefits

Efficient cooperation and effective leadership are desired in any organisation. While facts and figures are reflected in statistics and balance sheets, managers rarely receive feedback on their social behaviour. This lack of guidelines is perceived by many as a shortcoming.

Coaching helps achieve greater awareness of one's behavioural patterns. Effective and individually tailored support for development enhances efficient use of personal and entrepreneurial resources. In addition, this further promotes self-knowledge and self-reflection. Discussions with the coach increase the participant's personal competences as well as his or her social and leadership skills.

Areas of Application

Coaching can apply to managers at all levels as well as to qualified specialists. During these sessions with the coach, concrete and personally challenging tasks are scrutinized and possible solutions or approaches are prepared.

Below are some of the subject areas which may be tackled during coaching sessions:

- Concrete problems related to one's management work (e.g. delegating, dealing with difficult employees, strategic orientation, time management and organisation)
- Taking over a new function (e.g. as a new team, project or area manager)
- General lack of satisfaction or signs of fatigue at the work place
- Difficult or conflict situations
- Impeding difficult negotiations or discussions

Methods and Tools

For coaching, we rely on a number of resource-oriented models, in particular the Grow Model which provides a well-structured approach:

- Goal: What do you want to achieve?
- Reality: What is the present situation like? Where are the problems?
- Options: What can you do? What are your alternatives?
- Way forward: What would you like to implement concretely (who does what until when)?

The coach brings his experience and social competences to the table along with a wealth of insights and behaviour-oriented techniques which are applied flexibly in a manner appropriate to each situation. The coach acts as a companion and sparring partner by tuning to the needs of the participant and assuming the lead for the process. The role of the coach is to alternate between personal commitment and participation as well as between distance and higher-order points of view. This makes it possible to consider issues from different viewpoints.

Procedure

The issues and the goals the client wishes to achieve are made clear during an initial telephone call or meeting. This also allows the person interested in receiving some coaching to get to know the coach before making a decision on an individual professional support programme.

Subsequently, the detailed procedure, the type of cooperation and its duration are set during a comprehensive personal meeting. The support procedure applies to the participant's personality as well as to the environment. Each step of the procedure is gauged, and concrete measures are drawn from and implemented on the basis of the newly acquired insights.

The coaching process is limited in time and normally comprises from four to six two-hour meetings at two week intervals. Afterward, the situation is assessed and further steps are agreed upon.

Contact

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