

## Top executive coaching



### Background

Since 2004, Abbey has been part of the Santander Group, the seventh largest bank in the world by profit. The combination of the heritage and familiarity of the Abbey brand backed by the experience, expertise and systems of Santander is driving Abbey's plans to become the best bank in the UK.

In 2007, Abbey's Head of Talent conducted a review to identify 75 key strategic roles or 'Upper Executives' in the UK. Following this review, a development proposition was launched for the Upper Executive population. The leadership offer includes a number of development interventions including coaching, mentoring, personal development plans and leadership events.

### Approach and deliverables

Blue Edge were selected to support Abbey in setting up and delivering an executive coaching programme to:

- Prepare the HR community (to spot appropriate candidates for coaching) and brief executives (on the benefits of coaching)
- Develop an auditable coaching programme from initial contracting through to final evaluation
- Provide a diverse pool of qualified and credible coaches
- Develop a 'coach matching' process to allow the coachee to select a coach based on their individual needs
- Provide objective advice on psychometrics for executive level coaching
- Identify, track and evaluate coaching objectives to calculate return on expectation.

Directive: Coach readily shares own views, coach leads and directs the discussion.	<input type="checkbox"/>	Facilitative: Coach encourages coachee to arrive at their own conclusions and to lead and direct the discussion.	<input type="checkbox"/>
Challenging: Coach frequently challenges and questions the coachee's thinking and approaches to situations.	<input type="checkbox"/>	Supportive: Coach provides support and acts as a sounding board for coachee to describe their planned approach.	<input type="checkbox"/>
Reflective: Coach encourages early reflection and thinking with a focus on mentally rehearsing and preparing for situations.	<input type="checkbox"/>	Action oriented: Coach encourages early experiments and a quicker pace with relatively less emphasis on reflection.	<input type="checkbox"/>
Structured: Coach encourages a structured approach, adopting a planned approach to addressing issues.	<input type="checkbox"/>	Fluid: Coach encourages an exploratory, flexible approach where agenda evolves and focus changes.	<input type="checkbox"/>
Conceptual: Discussion focuses on broader issues and themes that underpin success by asking 'why'.	<input type="checkbox"/>	Practical: Discussion focuses on providing practical solutions and strategies to tackling challenges by asking 'how'.	<input type="checkbox"/>

**Blue Edge's 'coach matching' process enables executives to quickly identify their coaching needs and ensure an excellent fit and 'chemistry' between coachee and coach**

### Key benefits

- Blue Edge has been engaged to provide executive coaching support over a 3 year period. To date, the benefits to Santander include:
- Access to 30+ executive coaches rigorously screened and vetted based on qualifications, coaching expertise, industry experience and 'fit' with Abbey/Santander
- Structured method of identifying coachee's needs and nomination of appropriate coaches
- Linking coaching objectives to critical performance indicators at Executive level
- Evaluation of coaching success at 5 levels, including Return on Investment to Santander.

