COACHING & BEHAVIOURAL CHANGE
BE EXCEPTIONAL. THE HENLEY WAY.

Changing people, changing lives

www.henley.ac.uk/coaching
COACHING AT HENLEY

In recent years coaching has evolved to become a more essential element of improved organisational performance. As a result, Henley’s offering of coaching programmes has seen extensive growth in demand at the Henley Centre for Coaching & Behavioural Change. Since it was established in 2004, over 2000 participants have passed through the doors. The Henley Professional Certificate in Coaching now runs on eleven separate occasions throughout the year across our international campuses and we are approaching our 8th intake of the Henley MSc in Coaching & Behavioural Change. This is alongside the delivery of Masterclasses and Coaching Conferences.

Patricia Bossons is very proud of what has been achieved at Henley, and understandably so. The team has earned a reputation for delivering programmes of the highest standards and credibility. In particular, Patricia acknowledges the invaluable contribution of co-founder, Alison Hardingham, both in terms of programme design and her commitment to teaching over more than a decade. In recent years the centre has also welcomed the expertise of Dr Christian J van Nieuwerburgh and Dr Dorota Joanna Bourne.

‘The need to be a better coach, and to be seen to be appropriately qualified, is greater than ever. And the credibility that comes from a qualification from a world-class business school, and the fact that all our qualifications are externally assessed and supported post-assessment, lends enormous gravitas to those who have been through our programmes. Coaching is not an academic process – it’s a practical skill – but it does need to be seen to be underpinned by an objective process.’

‘Coaching is, in effect, an unregulated profession. But here at Henley we’ve witnessed a real change in attitudes over the years and we are now developing clear frameworks, defining desired outcomes and building an increasing body of evidence to support our success. The profession is moving towards a more regulated approach, but there’s still some way to go.’

And coaching isn’t just for coaches any more...

Increasingly it’s not just coaches who want to coach: enlightened organisations are now acknowledging that coaching ability is a crucial element in the armoury of the most effective business leaders, and professional executives from all sectors and continents are embracing the benefits it offers.

‘A high percentage of our participants already hold MBA or other Masters degrees, and over 60% of them are currently employed at senior levels in a wide range of organisations’ says Patricia. ‘This includes many HR directors, general managers and managing directors, as well as lawyers, architects, medical doctors, financial services consultants and many others. We have a flourishing alumni network developing through our programmes run out of Henley South Africa, as well as through our programmes for the Abu Dhabi Government, Singapore Civil Service College, and our ever-increasing international client base.

‘As coaching has become more sophisticated, commercial organisations have seen how it helps to drive key issues such as talent retention, empowerment, succession planning and productivity.’

“ It has completely re-energised me as a person, enabling me to take life-changing decisions that would have seemed impossible when I began the process.”
Our approach

‘Building self-awareness is a fundamental theme built into coaching at Henley – it is essential that if you are to be working with another person to help them to achieve their desired change, you have to be able to keep ‘yourself’ out of the way of the work you are doing with them.

‘We take an eclectic approach to coaching, appreciating the many different schools of thought and practice involved in what we see fundamentally as a process that supports behavioural change. Executive coaching in particular fulfils a specific function, in terms of enhancing the effectiveness of executives in their business roles, and thus, in turn, the effectiveness of the organisation itself. So by giving participants a range of references, we allow them to develop their own individual toolkit of techniques, and that makes them more effective.’

Getting to the heart – or rather the brain – of the issue...

As partners under the University of Reading banner, Henley’s Centre for Coaching & Behavioural Change enjoys a close association with the neuroscience team at the University’s School of Psychology and Clinical Language Sciences, and this promises to elevate the understanding of the processes involved in coaching to an entirely new level.

‘Our association with the neuroscience team is leading to some exciting developments in our understanding of the science of coaching. We feel we are pushing forward the boundaries of traditional coaching in a way that can bring the leading edge ‘science bit’ to the ‘art form’ of intuitive coaching – and the excitement in the learning community formed around participation in Henley coaching programmes is exhilarating.

Changing people, changing lives...

Whilst recognising that the positive impact of coaching on organisational performance is a major factor in raising the reputation of coaching, it’s the impact that Henley has had on the individuals who have been through the programmes that resonate most with Patricia and her team at Henley.

At a recent Open Day designed to promote the Henley Centre to prospective participants, five current students gave their inside views on the effects that the programme has had on their lives.

A senior HR executive, who came to the programme as a capable but inexperienced manager, has been transformed as a person. ‘Henley gave me a level of self-awareness that I couldn’t have imagined a few years ago. It has completely re-energised me as a person, enabling me to take life-changing decisions that would have seemed impossible when I began the process. I’ve grown so much, and my relationships with people inside and outside of work are so different; I’m now regarded as a far more competent, effective leader.’

Following their great success in the corporate arena, another participant joined the programme and has found herself seeing the world in a different light after her experience at Henley. ‘I came here full of confidence, but was brought down with a bang when I was diagnosed with a serious illness halfway through the programme. But the Henley team were incredible, and allowed me to defer my attendance for a year, whilst I fought it. Having now resumed my studying, I realise that I’ve learned so much about myself, about the way I relate to people and how to be the best I can be. It’s an amazing, inspiring place, and the relationships built here make it such a unique experience.’
THE FUTURE FOR COACHING AT HENLEY

Whilst Patricia is enthusiastic about the progress that has been made since 2004, she is pragmatic about her hopes for the next decade.

‘We need some sort of external regulatory body to ensure that standards are raised and monitored under a professional, independent framework if coaching is to be seen as a genuine core management competence. And I hope this can be a chartered status and globally-recognised body, reflecting the needs of so many organisations and practitioners.

‘I’d also like to see coachees being given access to training on how to receive coaching; this would make a significant difference to what we can achieve.

‘And finally, I’d like to see coaching as part of our wider education, not just in business schools and in higher education, but in schools too, where perhaps it could make the biggest difference.’

Henry Ford famously said: ‘Whether you think you can do a thing, or think you can’t do it, you’re right.’

As much as this applies to coaching itself, it also seems to apply to the continued development of the Henley Centre for Coaching and Behavioural Change as a world-class centre of excellence.

And the thinking at Henley is that it definitely will be done.

Dr Patricia Bossons
Director of the Henley Centre for Coaching & Behavioural Change

Dr Patricia Bossons started the coaching activities at Henley in 2004. She is a Chartered Psychologist by background and holds a PhD in Personality and Learning Styles. Patricia works extensively in the Business School both in the UK and internationally.

Coaching & Behavioural Change at Henley Business School

For more information, please contact:

Pauline Fletcher
Henley Business School
Greenlands
Henley-on-Thames
Oxfordshire RG9 3AU
United Kingdom

exec@henley.ac.uk
Tel +44 (0)1491 418767
www.henley.ac.uk/coaching

Henley BSchool

This brochure is correct at the time of going to print (May 16). Henley Business School reserves the right to amend any of this information. For the latest information please see our website.