

VISTAS COACHING

Welcome to this introduction to VistasCoach © methodology, and thank you for your time and interest.

Vistas Consulting has, over the past year and some months, worked at rolling out and giving shape to a now robust and mature executive coaching methodology, titled VistasCoach ©. This note aims to outline the broad contours of this methodology and to specify the associated logistical infrastructure like timeline, required time-effort commitments, and so on.

COACHING AND CAPABILITY

Vistas' belief is that human capability is immense and that very often what we see and encounter around us and within us is but the proverbial tip of the iceberg. This capability can be built and fostered at various levels - individual, team, and whole-organization (not to mention society, nation, planet etc). It is our belief again that for enhancing individual capability, executive coaching is a highly reliable, provable and scalable vehicle.

VISTAS COACHING ORIENTATION

VistasCoach has two core vectors :

- (a) The development and expression of individual potential at the workplace.
- (b) To enhance the effectiveness of individuals' performance in their respective roles.

In addition to these core vectors, depending on the company's and individuals' contexts, specific vectors that would be worked with include (and very often, the requirement would tend to be a mix of some of the below) -

- Leadership Coaching
- Life Dynamics Coaching
- Career Coaching
- Entrepreneurship Coaching
- And so on ...

The beliefs on which this methodology has been crafted are as follows:

- It is a non-coercive process. Individuals will not be forced to take up coaching.
- Coaching as an intervention aims to benefit both the individual and the organisation. It has to therefore consider the individual, the organisation and the interaction between them.

- The basic philosophy with which we offer 'coaching' to individuals is to work with their 'strengths' rather than their 'weaknesses'. Coaching more often than not is associated with correcting weaknesses through counselling. We do not wish to restrict the scope of 'coaching' to such a narrow definition. It is really an 'investment' in successful employees for them to realise their potential within the vector of mutual benefit for the organisation and the employee.
- *Particularly for leadership coaching (or executive coaching) - where the experienced need today seems to be the highest* - We believe that, for an organization, coaching at a leadership level is a personalised input that helps the individual (re)position himself/herself appropriately for emergent challenges. For the organisation therefore it is a way of offering its leadership talent a way of replenishing and rejuvenating itself and in the process offer similar benefits to the organisation as well.
- We see the organisational 'role' as the primary interface between the individual and the organisation. The aim of the coaching process is to enhance 'role effectiveness'. It does so by;
 1. inviting the individual to take a wider view of himself/herself both inside and outside the organisation;
 2. take stock of the 'expectations' held of him/her
 3. recognise his/her own talents, motives and values
 4. craft a customised development plan that allows him/her to make the transition to a higher level of performance for the organization and a greater sense of well being for himself/herself.
- The coaching process is built on the acknowledgement that each of us has a self concept - and arising from the concept of the 'self", each of us tends to make meaning of life in certain ways, each of us tends to make certain types of choices, and take on roles in certain typical ways. The coaching process would tend to work with the individuals on their self concept as well as their world-view and attempt to widen that canvas.

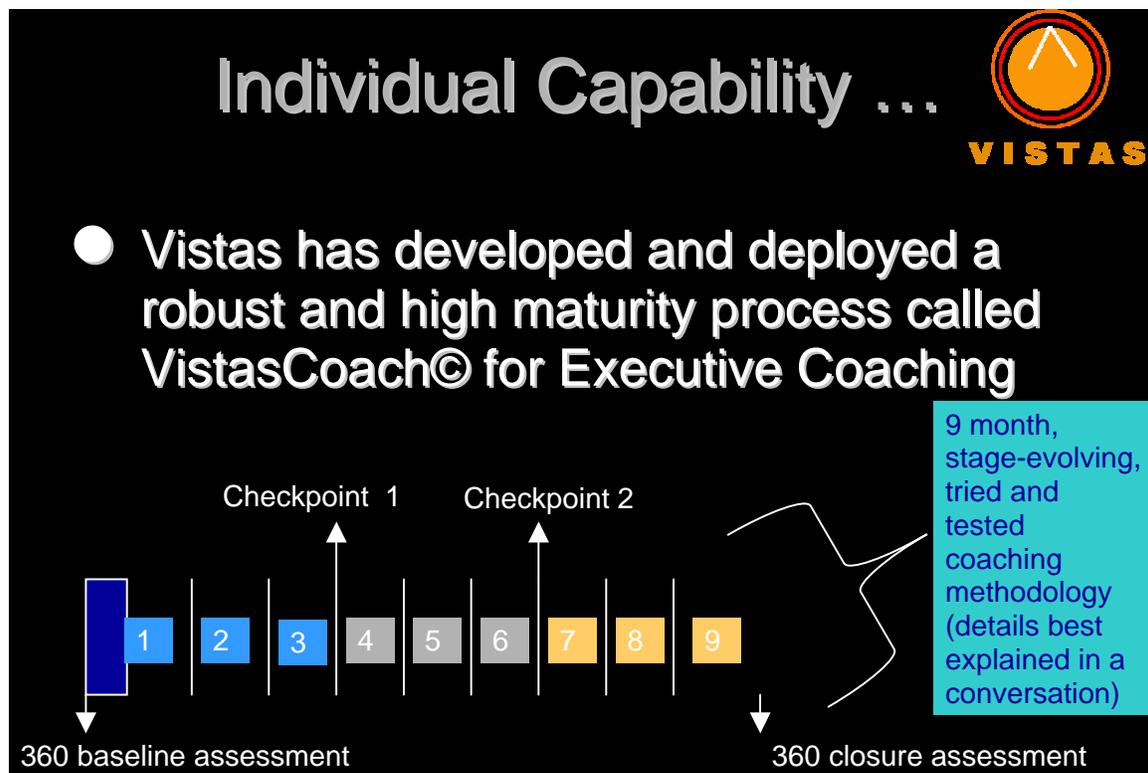
The VistasCoach Program:

This coaching program is envisaged as a 9-session process. A session is not expected to go beyond two hours. The periodicity of the sessions is expected to be once a month. However, depending on specific circumstances and need, the program is flexible to have coaching sessions that are held once in 20 days as well.

Typically, the coaching process would entail:

1. Scoping the relationship: Sharing expectations held of the process and of the outcomes of the process.
2. Prework: Gathering 'role' related data that links and anchors the expectations of the 'scoping' process to the experiences in and of the organisation. This part would also entail conducting a "live 360" baseline (preferably not through a "standard" / online assessment) on the parameters of coaching that have been scoped in the previous step.
3. Dialogue: The actual interface between the coach and the individual that offers insights opens perspectives and creates new avenues for deployment.
4. Action: As coaching is meant to be an active learning process, certain activities, exercises and tasks may be prescribed between sessions. These assignments are an integral part of the process and as such are vital to a successful learning experience.
5. Journalling : Writing a journal every fortnight is a key process that helps the coachee reflect on what is happening to them between coaching sessions, and how they are implementing / deploying learnings from the coaching in their day to day lives.
6. Periodic Review: At specific points in the nine-month process, there would be "checkpoint reviews" that would be conducted in the format of an open review - ie., one where the coachee makes a detailed statement of their movements and changes, in the presence of a number of invitees from the 360 radar (the boss, some peers, some direct reports, etc)
7. Realtime feedback - At three points in the coaching journey, the coach would attend a live presentation that is being made by the coachee, or a significant meeting that they are participating in, or any other event of significance for them, to observe them "live" and offer process feedback - which is a contrast to the regular coaching sessions that are essentially reflective-passive in nature.
8. Closure : The coaching process ends with a repeat 360 assessment, similar to that specified in step 2 above, essentially to have a measure of "changes towards desired outcomes" in the coachee.

A diagrammatic representation of VistasCoach is given below (the reader ought to be able to see the diagram with a black background. If you do not see a black background, you are not seeing the whole picture) -



Some FAQs

Why 'external' coaching?

Ideally, the boss/supervisor could be the coach/mentor. He is the closest to the individual and to the situation. Often however the organisational pressures of work and time come in the way of the supervisor committing sufficient time and energy to the process of coaching. At times the skills for coaching may be not yet developed in the supervisor. Often, 'coaching' sessions become extensions of 'work'. Most importantly if the supervisor himself is experienced as being part of the problem, it is difficult to commence the process with him. An external coach can bridge this gap.

The other dimension to this process is that in an organisation seeking to transform itself, an external coach having specialised skills in coaching itself

brings the ability to offer new perspectives and challenge 'old' notions that come in the way of the individual making the transition.

What is the boss's involvement?

The aim of coaching is to enhance capability and role effectiveness. This involves finding a match between individual fulfillment and organisational fulfillment. One of the key stakeholders for the role happens to be the supervisor. They (the supervisor / boss) also would be the person evaluating the role performance. They are thus an organisational representative in the coaching process. Their periodic involvement, in the form of a review is envisaged to make sure that the organisation's perspective on the role is kept in focus.

So how confidential will be the data shared during the sessions?

As confidential as the coachee wants it to be. If the coaches believe that sharing it would go towards meeting coaching objectives, they would urge the coachee to do so, but the choice would be that of the coachee.



Vistas Consulting

Vistas Consulting is an organization consulting entity launched by V.Kartikeyan (brief profile appended below), previously Director of Human Resources (HR) in Texas Instruments (TI) India, and also previously Head of HR for Motorola GSG India.

Vistas Consulting aims to enhance **and foster human capability in organizational spaces**. The four capability-pillars that Vistas has chosen to operate in are as follows –

- Individual Capability (through Executive Coaching)
- Team Capability (through Process Consultation, Team Facilitation, and ongoing Team Coaching)
- Organization Capability (through planned OD and Change efforts), and
- HR Function Capability

Vistas Consulting is currently located in Bangalore, India.

Vistas Consulting has been / is working with several prestigious organizations like (the below is an indicative and not an exhaustive list) –

- SAP India Limited
- Microsoft India Limited
- Motorola India Limited
- Airtel
- Infinera India
- Conexant India
- NXP Semiconductors India Limited
- Philips Medical Systems Limited
- Quattro Limited
- Adidas India
- Freescale Semiconductors India
- Tesco Hindustan Service Center
- Astra Zeneca Limited
- Fidelity India Limited

Brief profile of V.Kartikeyan, Founder – Vistas Consulting

Kartikeyan (Kartik) is the Founder of Vistas Consulting, an entity specializing in Talent Engagement Strategies, Organization Change and Transformation, and Leadership Development.

Kartik started his career in 1987 after a post graduate diploma from XLRI Jamshedpur, and has since worked in a number of challenging and rewarding HR assignments in companies like the TVS group, Unilever, Motorola, and Texas Instruments. Before founding Vistas Consulting, Kartik was the Director of Human Resources for Texas Instruments India.

Kartik guided Texas Instruments to the rank #1 in the “Great Places to Work” survey in 2003, and to rank #2 in the same survey in 2004 (survey conducted by M/s Grow Talent Ltd, Great Places to Work Inc., and Business World magazine). In both Motorola and TI, Kartik has anchored several OD and talent-leadership efforts, particularly in the domains of organization renewal, business strategy, handling internal mergers, leadership development (including coaching), team effectiveness enhancements, organization restructuring, and so on.

Kartik is a founder member of the Indian Academy for Organization Development (IAOD), and has been through the world-renowned “Certificate Program in OD” by the prestigious National Training Laboratories (NTL), USA.

Kartik has written several papers on HR and OD, the latest being one titled “Living Entities”, published in 2006 in Praxis, of the Hindu – Business Line group.