

## **INFORMATION ABOUT EXECUTIVE COACHING**

The International Coaching Federation defines Coaching as:

*“Partnering with clients in a thought provoking and creative process that inspires them to maximize their personal and professional potential.”*

The ICF coach is a trained professional, and subscribes to the ICF Code of Ethics, which includes among others, adherence to Confidentiality during and after the coaching engagement.

### **1. Pre-requisites to the Coaching Program**

#### **a) Initial Meeting (Chemistry Session)**

The Coach will meet with the prospective client and undertake the following:

- Get to know one another and build rapport
- Jointly explore the motivation for executive coaching
- Develop a joint understanding of the respective roles and responsibilities of the coach and the client
- Agree whether to move to contract stage or not
- Explore whether or not there is need for Leadership Assessments as part of the engagement, and if so, the tools to be used

#### **b) Leadership Assessments**

The Coach may recommend a variety of assessment tools (such as Hogan LEAD for personality assessment and LVI 360 for team feedback assessment) depending on the need for these.

#### **Hogan LEAD Assessments**

HOGAN LEAD series is best in class leadership development solution for senior executives. The Hogan LEAD series includes the following assessments and reports:

- **Hogan Personality Inventory (HPI):** Examines the ‘bright side’ of personality; how leaders behave every day when they are at their best;
- **Hogan Development Survey (HDS):** Explores the ‘dark side’ of personality; how leaders behave when they are under stress and exposed to pressure;
- **Motives, Values and Preferences Inventory (MVPI):** Inspects a leader’s values, goals and interests, and their alignment to organizational culture; and
- **Coaching Report** – Provides developmental guidance and exercises for individual leadership development, integrating results from the three inventories mentioned above.

## **Leadership Versatility Index 360° Assessments (LVI)**

LVI measures the versatility of leaders on two complementary pairs of leadership dimensions – Forceful & Enabling (how one leads) and Strategic & Operational (what one leads). The leaders assess themselves, and also get assessed on a 360 degree basis by their boss, peers and reportees. LVI reports are produced for each leader.

The feedback from this assessment may be used as a basis for setting coaching goals and objectives.

## **2. The Coaching Programme**

The coach will adopt a one-on-one coaching method. One-on-one executive coaching is a combination of a supportive exchange between the coach and client, a rigorous commitment to goals, respect, and openness, which provide a rare opportunity for the client to participate in a journey of self-discovery, building awareness, taking responsibility and exploring options.

Where the program is sponsored by an organization, there will be tripartite meetings with the sponsor at the start, middle and end of the program to obtain feedback on efficacy of the program, but with due regard to Confidentiality of client discussions. Where the program is self sponsored, feedback will take place between the coach and the client on an ongoing basis at each session.

The standard coaching program comprises 6 sessions of 90 minutes each, at intervals of 3 to 5 weeks.

The coaching program will follow the following steps:

- i) **Align objectives and expectations with client:** Initial discussions with the client to agree corporate and personal objectives as well as set expectations getting into the coaching arrangement.
- ii) **Contracting and goal-setting:** This will be the point where the arrangement to provide coaching services is formalized into an enforceable contract. Clear milestones of achievement would be spelt out.
- iii) **Three Coaching sessions:** The first set of coaching sessions will take place over three successive months, one session per month. Each session is one- and-half hours long.
- iv) **Check in with the Sponsor:** The client will get an opportunity to discuss progress in confidence with the coach through a midterm review. Where there's a sponsoring entity such an entity will be entitled to a feedback session with the coach on the impact of the coaching process.
- v) **Three coaching sessions:** The final set of three successive coaching sessions will be held with the client over three subsequent months.
- vi) **Review success:** The coach, the client and the sponsor will undertake a structured end-program review of the coaching process and determine if it achieved its objectives.

### 3. **Roles and Responsibilities:**

i) **The Coach:** The coach will commit to the following:

- **Process-oriented** – Ensuring the coaching process is kept on track, reviewing progress against objectives and supporting the development of an action plan for meeting the client’s coaching needs.
- **Questions-focused** – The Coach will ask searching questions to guide and challenge the client to question their assumptions, identify reasons for certain behavior and actions, and identify creative options and possibilities.
- **Results-driven** – Ensuring that discussions throughout the sessions are relevant to one or more of the client’s objectives. The Coach will support the client to identify activities and actions that can meet development needs.

ii) **The Client :** The client will commit to the following:

- Taking stock of achievements and perceived failures to date and aspirations for the future.
- Demonstrating the willingness to engage in setting and following through on actions that lead to identified development needs being addressed.
- Providing regular feedback to the Coach as to whether the coaching is meeting their needs, coaching goals and objectives.
- Meeting with the Coach prior to the first coaching session to confirm expectations, initial goals, objectives and measures for the coaching program.
- Participating in review meetings as required during the coaching program.

### 4. **Review and Reporting:**

The coach will compile and share with the Client (and sponsor where applicable) mid- program and end program review reports clearly indicating:

- Observations during the coaching process and experience with the coaching client
- The progress made in achieving the objectives of the coaching engagement
- Noted improvements in the client’s executive leadership perspectives and disposition
- Any recommended further interventions

### 5. **Professional Fees:**

The fees will be discussed once agreement to proceed is obtained

## Appendix

### Executive Profile



**Name: Martin Oduor-Otieno, ACC, CBS**  
Business Advisor and Executive Coach

#### WHAT COACHING MEANS TO ME

*"I facilitate clients to unlock their full potential"*

#### BACKGROUND AND PROFESSIONAL EXPERIENCE

Martin is an Executive Coach and independent senior business advisor. He led KCB Bank Group as CEO and board member during a period of rapid transformation and growth; he has worked in senior leadership roles at Barclays Bank in Kenya and South Africa and has been a Partner in the professional services firm, Deloitte, leading their Financial Services Industry practice. Martin has also worked in the public service as Permanent Secretary in the Ministry of Finance/Treasury, Government of Kenya.

He serves on a number of blue chip company boards as non executive director. As a business leader he has attained in-depth experience in people issues in both the public and private sectors, spanning a period of close to 40 years across Eastern and Southern Africa. Martin has also been involved in facilitating board practice training, and leadership development programs. He is also regularly invited as a public speaker in forums with diverse audiences.

Martin is passionate about coaching and mentoring people in leadership positions and inspiring them to unlock their full potential.

His coaching clients comprise people in C-Suite positions and are spread across private and public sector institutions as well as Non-Governmental Organizations.



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## AREAS OF EXPERTISE

- Executive Coaching & Mentorship
- Governance & Board Practice
- Culture & Change Management
- Strategy & Business Advisory
- Leadership & Communication

## COACHING STYLE

Martin's primary coaching model is GROW, which he uses to help clients clarify their goals, assess the reality of the situation, develop options and reach commitment on the actions to achieve the set goals. He holds the clients accountable and seeks feedback on the effectiveness of the coaching program.

The impact of his coaching is measured based on achievement of specific goals jointly agreed at the beginning of the coaching contract. Progress is evaluated on an ongoing basis during the duration of the contract.

## COACHING CREDENTIALS

Academy of Executive Coaching AoEC), UK  
Practitioner Diploma in Executive Coaching  
International Coach Federation (ICF)  
Associate Certified Coach (ACC) credential  
KAISER Leadership Solution  
Leadership Versatility Index Certification  
Hogan Assessment Systems Inc.  
Hogan Assessment Certification – HPI, HDS, MVPI

## EDUCATIONAL QUALIFICATIONS

KCA University  
Doctor of Business Leadership (Honoris Causa)  
ESAMI/Maastricht Business School  
Executive MBA  
University of Nairobi  
B. Com (Hons) Accounting  
Harvard Business School, Boston  
Advanced Management Program 173

## PROFESSIONAL QUALIFICATIONS

Fellow of the Institute of Certified Public Accountants of Kenya, FCPA (K)  
Fellow of the Institute of Certified Public Secretaries of Kenya, FCPS (K)  
Fellow of the Institute of Directors Kenya, FloDK  
Fellow of the Kenya Institute of Bankers, FKIB  
Accredited Governance Auditor



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