

Shirley Collier – Coach Profile

Shirley's background is in national and regional organisations providing people-centred services to a wide range of clients. During a 15 year career she led change at all levels from systems through finance and people management. She has worked internationally and across sectors and national cultures. She has a breadth of understanding, from compliance-led and government-controlled industries to those where entrepreneurship is the expectation and the norm.



About Shirley

Approach

Shirley's coaching approach is strengths-based and relational, and her personal style pragmatic, direct and empathetic.

Able to challenge as well as support, she explores with clients how they perform in relation to colleagues, customers and stakeholders and holds them to account for the improvements they wish to make.

She addresses immediate issues and develops her clients' capacity to adapt and excel in the future.

Shirley works successfully with Board (CIO, FD, HRD), Senior Management and Management executives in environments where the person being coached has the authority and capacity to make change happen, through the impact of their behaviour, their thinking and their emotional responses.

Areas of Expertise

- Understanding and developing leadership styles
- Transition within and between organisations
- Developing resilience and situational agility
- Influencing in complex organisations through personal impact

Qualifications

Shirley is a member of the Association for Coaching and a past member of the Institute of Directors.

- PG Cert Coaching and Mentoring
Oxford Brookes University
- Coaching for Organisational Consultants,
Ashridge Business School
- Certificate in Management
Open University
- BA Hons, Modern Languages,
University of Exeter

Visit www.shirleycollier.co.uk for more information

Professional Development & Supervision

Shirley undertakes regular CPD, averaging 2 hours a month, through the Association for Coaching, webinars and group sessions.

She receives face to face supervision from a qualified coach supervisor, normally meeting 6 times a year and supplements this with occasional sessions with sector specialists.

Case Study

Contracting Process

Shirley's coaching programme is contextualised and tailored for an individual client. She aligns objectives for coaching with your business strategy, involving the line manager, HR Business partner or other Sponsor. Typically she will review past performance, conduct detailed and confidential discussions with both the person to be coached and their line manager before agreeing objectives through a three way contracting discussion. Success criteria will always be agreed in advance and confidentiality protocols will be clear. She concludes with a three-way discussion about progress and achievement to which all parties are invited to contribute.

“What got you here won't get you there”

Shirley recently supported an experienced FD to develop his leadership style. Having joined the company with a very clear brief, he had exceeded targets through the combination of his unique expertise and directive style, resulting in high performance and growth. Changes in global markets as well as the relationship with the parent company however required a change of style. After several successful years working at pace, the client was hostile on receiving criticism of his communication and behaviour in meetings.

Shirley agreed specific objectives with the client and his line manager about responding more effectively to internal challenge, aligned with the business's recently restated values. Shirley developed a 360 degree behavioural feedback framework and interviewed 10 colleagues - a combination of peers, direct line reports and wider stakeholders – selected by the client. The report she prepared for the client detailed specific examples of the situations in which his behaviour was ineffective, and provided insight about how it cost the business time, money and goodwill.

Over a period of six months, she worked closely with the client to raise his understanding of the changing requirements of his environment, and his awareness of his emotional reactions in the workplace. In particular she explored with him situations where others held opposing views. She challenged him to become more accountable for his instinctive reactions and to develop alternative responses which ultimately supported more effective team working. Feedback from his manager confirmed a marked improvement in attitude and outcomes.

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