



\* developing your leadership

pec\*

# \*helping people to understand



Most clients come to us because they have identified a need to revise the way that they deal with people.

We help them to do this by creating a comfortable, confidential environment in which they can think through and experiment with different ways of approaching the human aspects of their business.

Clients are primarily encouraged to understand themselves, their feelings and their motivations before attempting to make the necessary adjustments to their way of thinking and communicating; we are keen that any positive change should not be merely skin deep.

We know from the feedback that we have received over the years that the personal results that our clients achieve make their organisations work better, and ultimately, more profitably.

# \*core values



There are literally thousands of coaches out there, offering an almost infinite variety of quick-fix, fashionable techniques and approaches to solving their client's problems. Whilst there is little doubt that the vast majority are well-intentioned attempts to help we believe in keeping things straightforward and in our client's hands. So we adopt the following three core principles in all our work:

## listen

We believe that realistic and fitting solutions can only be formulated by the client themselves. Our role therefore is to pay extra-ordinary amounts of attention to what our clients say, do and feel and to reflect this back to them at key points. This enables them to gain a much clearer view of their unhelpful habits and blind spots and so provides the foundations for change.



## don't judge

We avoid labelling behaviour as good or bad since we believe that even anti-social behaviours and attitudes hold an important purpose, at some level, for the individual. Attempting to goad people to change by labelling their behaviour as 'negative' mostly serves to make them defend their stance all the more staunchly. Instead, clients are encouraged to develop an awareness of the effects of their behaviour on those around them before making an informed, personal decision on the focus for adjustment.

## be sparing with advice

We refrain from giving advice where possible because our primary intention is to help the client to develop their own problem-solving expertise. Offering a helping hand in the form of an 'expert' opinion runs counter to this aim and, in our experience, rarely results in the client taking appropriate action more quickly.

# \*not time-limited



Our fees are value-based, that is to say, we don't charge by the hour but by the assignment. This fee model enables us to offer an unusually high degree of support to the individual in a way that is truly tailored to meet their requirements:

- \* The pace of learning is in tune with individual needs and preferences; clients decide the timing, frequency and duration of each session.
- \* The relationship between the client and the coach has ample time to develop; over time the coach is able to grasp many of the subtleties of the client's way of thinking and the client is able to be increasingly open with the coach as trust builds between them.
- \* More contact does not mean more expense for you; costs are capped at the outset whilst effort is not.

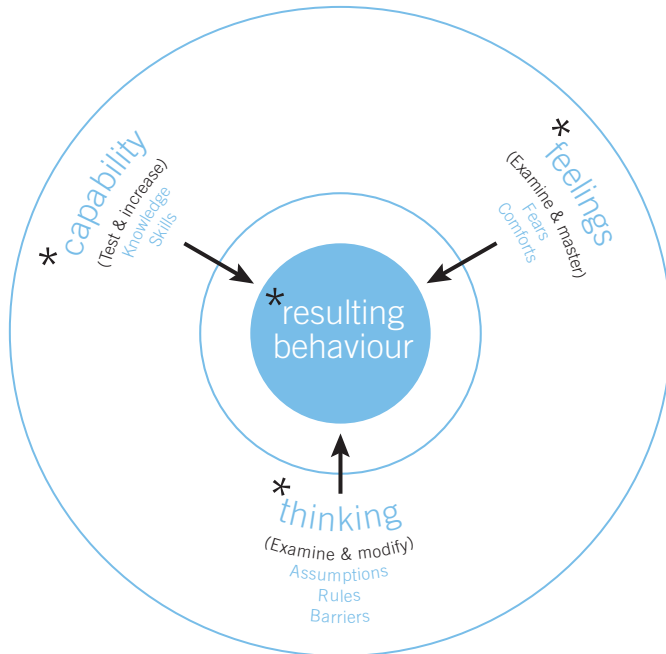


- \* Interventions are founded on the business objectives of the individual. They focus particularly on replacing unhelpful strategies, habits, thinking and behaviours with more skillful ways of achieving results.

Because we have removed the link between time and money, our clients need not feel under pressure to pursue unsustainable quick fixes.

Our way of working allows everyone plenty of time to change their thinking and to settle into new and more productive ways of getting things done.

# \*re-think



The learning model we use gives people the opportunity to examine their most basic, everyday thinking and habits in order to discover which actions aid and which hinder their success at gaining the best results from themselves, their circumstances and from the people around them.

We can help clients to simply 'tune up' their performance or to solve business-critical issues that are hampering the success of their piece of the organisation or perhaps even of their career.

The process of change can result in improved business performance lead by people who more frequently respond to problems and opportunities with flexibility, accurate perception and the best judgement of which they are capable.

# \* case study 1



## City professional: [more accessible](#)

A seasoned City professional who had recently been promoted to a position that placed him in charge of a sizeable team was looking to expand his repertoire of influencing and leadership skills.

Whilst highly respected for his technical knowledge and flair he noticed that he sometimes had problems encouraging his people to open up to him with operational problems; motivating them to get fired up about their jobs had also presented him with problems.

To his surprise, he soon discovered that much of his own drive and energy remained hidden within him and that his tendency to keep his thoughts and feelings to himself not only made him difficult to read but also made people think that he was only interested in them for the results and solutions that they could contribute.

# \*case study 2



## MD: giving room to breathe

The MD of a distribution company who had seen his company grow rapidly was still managing it as a family concern. He tended to become too involved in the daily operational problems that didn't require his attention.

One consequence of this style was that many staff felt de-motivated by his involvement in their jobs since it frequently denied them the opportunity to exercise their own skills and judgement.

He needed to develop both the detachment to afford his people the space they needed in which to work as well as the emotional and communication skills to get his people to meet the challenge of doing their jobs without him.

# \* case study 3



## finance director: [avoiding conflict](#)

Professional, tolerant and thoughtful, a Finance Director avoided conflict by not drawing attention to negative opinions or emotions in himself and others. He concentrated on the 'facts' of a situation, even when someone was testing his patience. As a result he was seen as repeatedly avoiding tackling important issues; as time went on, he risked losing the support of the Board.

He needed to find a way to feel more comfortable about dealing with the emotionally-charged situations that he found so unpalatable. He needed to turn his analytical prowess towards the emotional backdrop of situations before he could become more successful at dealing skillfully with conflict.

# \* case study 4



## IT professional: [listening more](#)

A senior I.T. professional had a reputation for fighting her corner with more vigour than was often required and consequently was seen as being very talented but rather 'high-maintenance'.

She also had little time for people seemingly promoted beyond their level of competence and would resist suggestions from these people whom she considered to lack the knowledge and consequently, the right, to a voice in major decisions.

She needed to find a way of being able to live with contrasting opinions and of accommodating colleagues who she didn't immediately respect without feeling that she was sacrificing her professional standards.

# \* case study 5



## electronics engineer: *less aggressive*

A young and talented electronics engineer was known as something of a firebrand. Her black-and-white attitude to technical and leadership decisions made her aggravating to some and intimidating to many.

She needed to find a way of showing people that her strong opinions and determination to see her ideas through were borne of deep caring for her people and for the company's future – a caring that she had felt it necessary to conceal in the male-dominated environment in which she worked.

# \*no boundaries



We've been able to help clients in many fields and we are always happy to put someone new to PEC in contact with one of them.

Just get in touch with us and we will often have you speaking with someone, who has used us recently, within 24 hours.

Aerospace

Banking

Finance

Internet security

Non-profit organisations

Professional services

Telecoms

Utilities

# \*our coaches



## Paul Furey PhD CPsychol

Paul started professional life as an officer in the armed forces. Having subsequently specialised in worker skills development at Alexander Proudfoot he joined Sheraton Hotels where he kick-started UK training and development activities.

He founded the antecedent of PEC in 1989. His first degree is in Psychology and his Doctorate is in applied Social Psychology. He is married to Clare, a musician, and they have two young girls, Vianne and Sasha.

## Our coaches

We employ a limited number of trusted associates who are assigned to projects according to 'best fit' with the client.

# \*contact us



All enquiries and participant sessions are handled in the strictest confidence and all of our coaches are bound by the ethical standards of the British Psychological Society.

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