



Coaching Profile

Helen Franklin

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OVERALL COACHING AIMS: Helen is an experienced coach who thrives on making life easier for those she works with by freeing them up to lead. Specifically, this typically means supporting them to develop to overcome blocks to their effectiveness in current role or in making the next career step happen.

COACHING APPROACH:

Through her own global leadership experience in the fast paced corporate world of today, Helen recognises the pressures that managers and leaders face, the need for those that she coaches to deliver results within their workplace, and their hopes that coaching will support them in doing so.

That being said, context is important when coaching. While the coaching will be focused on success as a leader *within a business*, sometimes context from the client's past or experiences from their personal life have a bearing on how they show up as a leader. As such, Helen's holistic coaching starts with the context for the leader being explored and the coaching focus areas that leaders identify being understood within that context.

From there, Helen creates the conditions for the client to generate their own finest thinking, encouraging them to own their agenda and determine where to focus first. Often she helps the client to consider the influences on their issue asking questions to help the client gain greater perspective. Where needed, Helen can interview key stakeholders in relation to the client's coaching goals and create a summary report of key themes to further increase awareness. Sometimes, particularly when focus areas relate to style or confidence, with the permission of the client and in a relationship of trust, Helen reflects back her own experience of the client.

If a client appears to be blocked in making changes due to assumptions that they are unaware of, Helen helps them to identify assumptions and replace limiting assumptions with liberating assumptions so that they can see the way forward. This often results in freeing the client to make progress.

Whatever the type of coaching focus, Helen encourages leaders to lead authentically; sometimes this requires them to explore what they wish to be known for as a leader or what their fundamental values are in order to use these as a behavioural compass. In doing so, clients feel that they now know how to lead as themselves – they are free to lead.

Helen stresses to clients that their time at work between sessions is where the real development takes place. At the end of one coaching session, the client indicates any actions they are committing to before the next session as a result of the coaching.

In the last coaching session, Helen works through some questions with the client to help them to create their 'Blueprint for success' – this document aims to capture their learning from their overall coaching experience so that they are better able to coach themselves in similar situations in the future.

CLIENT FOCUS: Helen is particularly experienced in supporting managers and leaders at times of transition – examples include when taking on their first management role, when taking on a new role with increased scope and scale (local role to regional/global, change of function, project secondment), when a previously successful manager transitions to a strategic leadership role, or when returning from maternity leave.

Helen is also experienced in supporting clients who are seen to have potential but who do not seem to be fulfilling that potential, often due to confidence issues.

COACHING STYLE: Helen is genuinely interested in the success of others and brings a personable, approachable style. She creates a supportive and safe environment for leaders to explore and advance their understanding of themselves in relation to their coaching goals, assisting a leader's development through appropriate challenge where necessary.

RESULTS:

Examples of individual **client impact** achieved through Helen's coaching include:

1. For a leader whose role was made redundant in an organisation such that he had to seek alternative employment, the 4 coaching sessions enabled him to recover from self-doubt, gain self-awareness about behaviours holding him back, and understand what he wanted from his next position and the leader he wanted to be – he secured a UK Marketing Director role as a result. In the client's words: "I feel like a different person from when we started. I am now confident of success in myself and my leadership style and ability".
2. Gaining perspective and removing a long-standing, debilitating belief which had prevented the high potential client from speaking up, from engaging in relationships, and was making her standoffish and defensive. In the client's words: "I feel like I really achieved something through the coaching and that's because Helen provided the push and forum for me to dig into my challenges. I'd also call out that I never felt judged, or wrong, or awkward in our sessions – which is a big deal given that was formerly my going-in frame of mind at all times prior to our session!"

Examples of **organisational impact** include:

1. Having a direct impact on the income generation capability of a charity due to the client's increase in personal confidence. She directly attributes her change in confidence to her coaching and explained that it enabled her to be able to constructively challenge senior leaders about organisational risks. This challenge resulted in the leaders investing in her team to support the achievement of stretching charity funding targets.
2. Enabling a client in performance analytics in an NHS Trust to have the confidence to create and gain sign off to a key proposal with Commissioners. The project will allow the Trust to report activity directly against income for the first time in many years, meaning they can truly quantify the 'value for money' of their services.
3. In the words of the client, "a near flawless change management execution of a major, complex, global organizational change with positive feedback from the business, from leadership and from employees. I believe much in part to the coaching I received, I was able to step into the role confidently, leading as the communications expert, and have now become the go-to for managing similar complex changes under top confidentiality – which I believe also helps leaders focus on leading."

EXPERIENCE:

Helen founded Free to Lead Consulting Limited in January 2015 so that she could do more of what she loves to do at work more often – enabling others’ success and fulfilment. Since starting the business, Helen has coached leaders in the National Health Service, in a global Sports Exercise business, in Fast Moving Consumer Goods, and in Education. In addition to coaching, Helen has kept connected to broader business priorities and changes through selective delivery of organisational development support through consultancy and mentoring, conference design and facilitation, leadership development, and learning design and delivery in the above sectors and organisations. Helen is also a volunteer mentor for the European Mentoring & Coaching Council.

Prior to founding Free to Lead Consulting Limited, Helen acquired over 15 years’ experience as an HR Professional working within Wines & Spirits, Telecommunications, Food, Pet care and Confections industries. In addition, she has 7 years’ experience within Rail Systems in a previous engineering career. Helen has held a board position as HR Director for UK and Ireland with a confections manufacturer as well as global talent and learning roles and internal organisational development consultancy roles. Experiences include the successful cultural integration of a company of 17000 employees, creation of learning academies for organisations to retain key competitive knowledge while embedding culture, project management of global, virtual teams within a matrix environment and a number of diverse organisational development projects with clients in locations such as Russia, USA, Belgium, China and Mexico.

QUALIFICATIONS:

MA Coaching & Mentoring Practice (Oxford Brookes University)
Certified Time to Think™ Coach (Time to Think)
Certificate in Company Direction (Institute of Directors)
Diploma in Performance Coaching
Diploma in Personnel Management (MCIPD)
Certificate in Management
BEng (Hons) Computer Systems Engineering (University of Bristol)

WHEN NOT HELPING PEOPLE TO BE FREE TO LEAD:

Helen loves the outdoors; from snowboarding in beautiful mountains to hiking coastal trails and body boarding in Cornwall, she likes nothing more than to feel the sun on her face and the wind in her hair. Helen is also a keen hockey player, loves music (from enjoying musical theatre to playing the piano) and reading fiction.