



Coaching Introduction Booklet
For Professional Coaching Programs

Welcome to your coaching program!

Congratulations on choosing coaching to support your leadership development.

This coaching pack is an overview of the why, what and how of engaging an expert in behaviour change.

It is specifically designed to provide:

- An overview of what to expect from your coaching program
- A central place to keep all your coaching documentation and extra resources
- Preparation forms, coaching note templates and collaterals you might need along the way

You can bring it with you to each session or simply refer to it when you need to.

It covers why leadership development is so important, what can hold leaders back from progressing on their own and what type of things most of my clients work on.

It also highlights the more practical components of how a coaching program works, what to expect along the way, what I do and what you do to get the best results as well as the more technical aspects of the coaching agreement.

Are you ready?

Coaching is not just a regular conversation; it's the opportunity to explore ideas, beliefs, and behaviours with the help of a professional in behavioural dynamics. It's an invitation to decode situations, work out why people do what they do (including you) and how you can impact your environment in new and resourceful ways. It's your chance to fast track your development through a delicate balance of challenge and support and considered feedback.

Coaching is one of the most effective ways to create the changes you want; if you really want them.

Combining the latest theory in adult learning principles, neuroscience, social sciences, behaviour change expertise and over a decade of experience coaching clients just like you, my job as a professional coach is to tailor this program to suit your needs. We'll work in a way that suits your style and your pace.

You are in good hands. Let's begin 😊

Warm regards

Anneli Blundell

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Why is leadership style important?

More time communicating

The more senior a leader becomes the more time they spend communicating, influencing and engaging others. Therefore a leader's ability to read and understand the behaviour of others, adapt their leadership style accordingly, and build strong relationships at all levels, greatly impacts their ability to achieve results.

Technical expertise is no longer enough

Technical expertise is an expectation, but no longer a differentiator for leadership success. Executive presence, motivation and inspiration, and building buy-in from those around them will trump technical brilliance in a leader, every time.

Relationships drive results

Research shows that people judge the messenger long before they judge the message, and their judgements colour the way the message is received¹. Given that as humans we judge people instinctively on two measures – first warmth, then strength², a leader's style - how they are perceived by those around them - needs to be both approachable and authoritative.

Style affects share price

Leadership ability affects share price. Market analysts value effective leadership by awarding a 'leadership premium' of up to 15.7% of company share price for good leadership, and a discount of 19.8% for ineffective leadership³. That's a 35.5% variable controlled by leadership effectiveness.

What the research tells us

- In a study of over 50,000 executives⁴, the flaws most commonly tripping up leaders at risk of derailment were related to failures in establishing interpersonal relationships.
- Social intelligence (the ability to connect to others in a deep and direct way, to sense and stimulate reactions and desired interactions) was one of ten essential skills predicted as **critical** for the future workforce by the Institute for the Future for Apollo Research Institute in 2011⁵.
- In a study of 60,000 employees⁶, leaders were likely to be seen as great leaders 72% of the time when they balanced a task focus with a people focus (a sole focus on either aspect scored a rating of 12-14% only).
- 75% of careers are derailed for reasons related to emotional competencies⁷, including
 - inability to handle interpersonal problems;
 - unsatisfactory team leadership during times of difficulty or conflict; or
 - inability to adapt to change or elicit trust.

¹ Cuddy, A. J., Kohut, M., & Neffinger, J. (2013, July-August). Connect, Then Lead. *Harvard Business Review*. Retrieved from: <https://hbr.org/2013/07/connect-then-lead/ar/>.

² Ibid

³ Deloitte (2015, March), The leadership premium: How companies win the confidence of investors'

⁴ Zenger, J., & Folkman, J. (2013, January 24). Bad Leaders Can Change Their Spots. Retrieved from *Harvard Business Review*: <https://hbr.org/2013/01/good-news-poor-leaders-can-cha/>

⁵ Davies, A., Fidler, D., & Gorbis, M. (2011). *Future Work Skills 2020*. Retrieved from www.iftf.org.

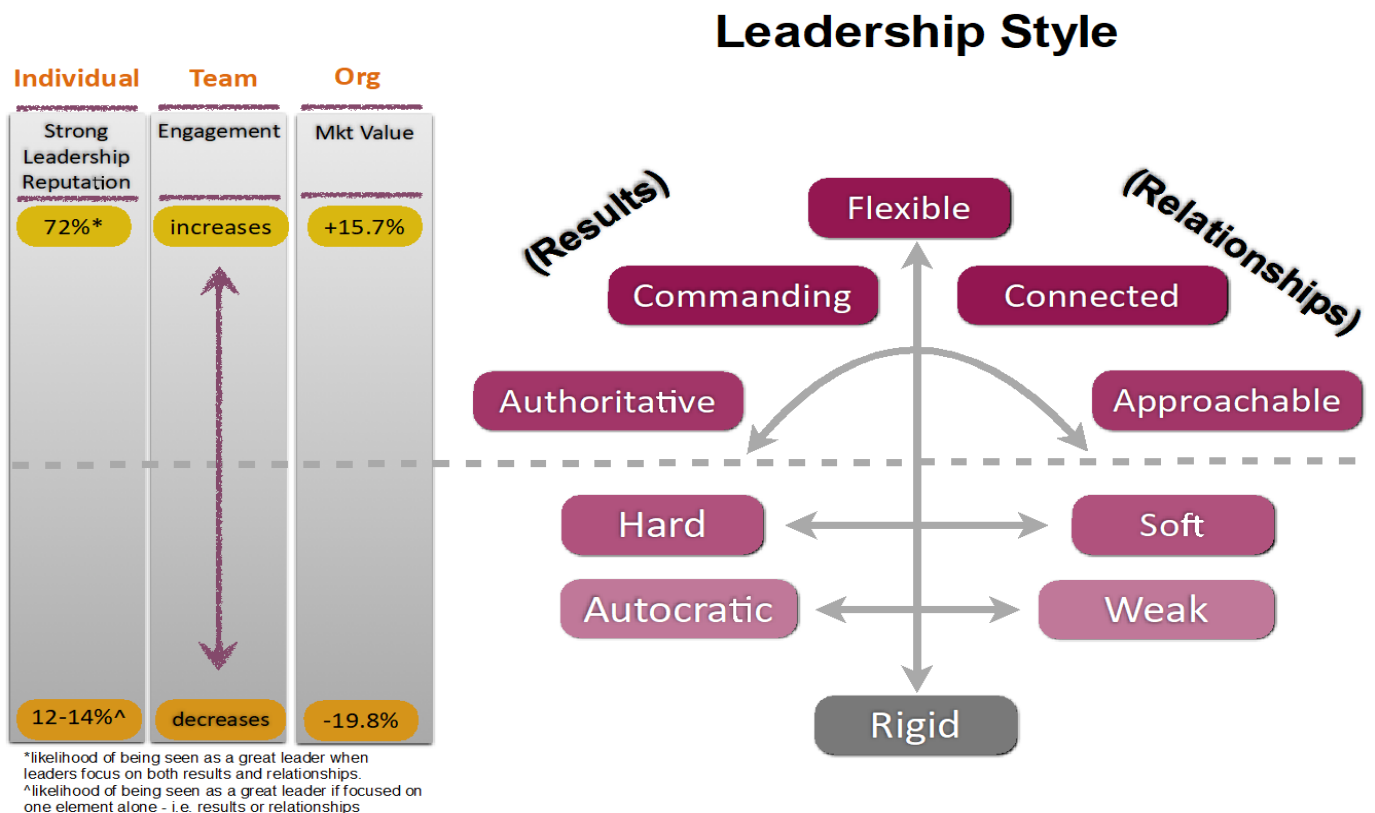
⁶ Zenger, J. H., Folkman, J., & Edinger, S. (2011 October). Making Yourself Indispensable. Retrieved from *Harvard Business Review*: <https://hbr.org/2011/10/making-yourself-indispensable>

⁷ Van Velsion, E., McCauley, C. D., & Ruderman, M. N. (2010). *The Center for Creative Leadership: Handbook of Leadership Development*. San Francisco: Jossey-Bass a Wiley Imprint.

- Managers account for 70%⁸ of variance in employee engagement scores across business units.

Behavioural flexibility is the key

Essentially the most effective leadership style is a flexible one. Leaders need to be able to read the needs of the person in front of them and adapt their style accordingly. Together we will create a tailored plan to focus on strengthening your authority and/or approachability to ensure you increase your behavioural range and ultimately your leadership effectiveness. Wherever you are on the ladder below, our aim will be to move you up as many rungs as you need to go.



What holds leaders back?

For those leaders that are interested in developing their leadership skills, three common barriers prevail:

1. They may not realise they are being ineffective and don't see the impact of their current leadership style;
 - a. Upsetting others
 - b. People working around them rather than with them
 - c. High staff turnover in the team
 - d. Being seen as a pushover
 - e. Not having enough clout

⁸ Beck, R., & Harter, J. (2015, April 21). Managers Account for 70% of Variance in Employee Engagement. Retrieved from: http://www.gallup.com/businessjournal/182792/managers-account-variance-employee-engagement.aspx?utm_source=EMPLOYEE_ENGAGEMENT&utm_medium=topic&utm_campaign=tiles

2. They realise they need to improve but are unsure about what to change or how to change it;
 - a. Training courses may not have helped
 - b. Knowing better doesn't equal doing better
 - c. Others around them are not suitable to support their specific development needs
 - d. And sometimes even a change in behaviour doesn't always undo a strong past reputation

3. They are interested in changing but are concerned they'll have to become someone different;
 - a. They want change but resist being changed
 - b. They fear they'll have to change their personality
 - c. They don't want to become someone else

The good news

What you'll discover through the coaching process is that you don't need to become someone else. This is not about a personality transplant or perfect leadership. This is about increasing awareness, building flexibility and choice and becoming the best version of yourself where possible. All you need to reach your goals is commitment, coachability, clarity and a touch of courage. You are in good hands. We've got this.

"We have a measure of choice and control over what we are aware of, but what we are unaware of controls us."

-Sir John Whitmore

Why choose coaching?

Over 90 per cent of CEOs⁹ are already planning to increase investment in leadership development because they see it as the single most important human-capital issue their organizations face, but why choose coaching over other forms of leadership development?

Leadership programs don't always work

86% of HR and business leaders surveyed by Deloitte, cited leadership as one of their most important challenges¹⁰. Yet 50% of HR executives say their leadership development programs are ineffective or don't provide significant, lasting benefits¹¹. Typically this is because the content isn't specific enough and the training intervention doesn't last long enough.

You may have been to leadership development programs in the past through your current organisation or a previous one. Let's use this knowledge to strengthen your leadership base and further refine some of the techniques and lessons that resulted, as well as close any outstanding gaps and extend some of the key principles relevant to you.

⁹ McKinsey&Company. (n.d.). *The State of Human Capital 2012 False Summit*. Retrieved from www.conferenceboard.org/https://www.mckinsey.com/~media/mckinsey/dotcom/client_service/Organization/PDFs/State_of_human_capital_2012.ashx

¹⁰ Deloitte University Press, (2015), 2015 Global Human Capital Trends report: Leading in the new world of work

¹¹ Horwitch, M, & Whipple, M (2014, June). Leaders who inspire: A 21st century approach to developing your talent.

Avoid money down the drain

The typical organisation invests 85% of its resources in training events, yet these events only contribute 24% of learning effectiveness¹². Organisations only invest 5% of their time in training follow-up, even though follow up contributes 50% of learning effectiveness. Follow up typically involves some form of formal or informal coaching activity. This is why individual extended coaching opportunities like yours, have the capacity to add significant value to any training program you've been on in the past as well as forge a path for any current goals you have.

Offers a tailored approach

Individual coaching enables the behaviour change intervention to be targeted, tailored and timely, three essential factors in creating sustainable behaviour change. Sometimes the development required cannot be adequately addressed in a group learning environment. The brain needs continued touch points over time, on-going reinforcement and practical application and review in order to embed new habits and new ways of working and thinking. Regular coaching sessions close this learning and retention gap.

Supported by a professional

An experienced executive coach is:

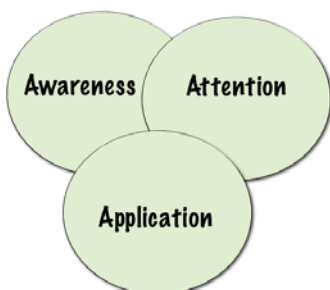
- Expert in their field
- Confidential and independent
- Flexible in their approach to suit the client's needs
- Prepared to be direct without fear of political or career reprisals
- Can change track to respond to pressing needs or hot spots as necessary

What is Coaching?

Coaching is a series of regular conversations to fast track your development goals. It's an advanced intervention for creating sustainable and tailored behaviour change and is a brilliant solution for tailoring personal and professional development outcomes.

The latest research in neuroscience tells us that behaviour and habits change as a result of awareness (unconscious level), attention (conscious level) and application over time.

Behaviour change



Coaching provides the avenue to explore the attitudes, values, beliefs and motivations that drive us at a below conscious level. Once we know what we want and what drives us to behave and think the way we do, we can make a conscious choice to focus on something different. This focus brings new awareness and an ability to do things differently. When we apply our learning and insights, changes begin to take hold and our progress becomes sustainable over time.

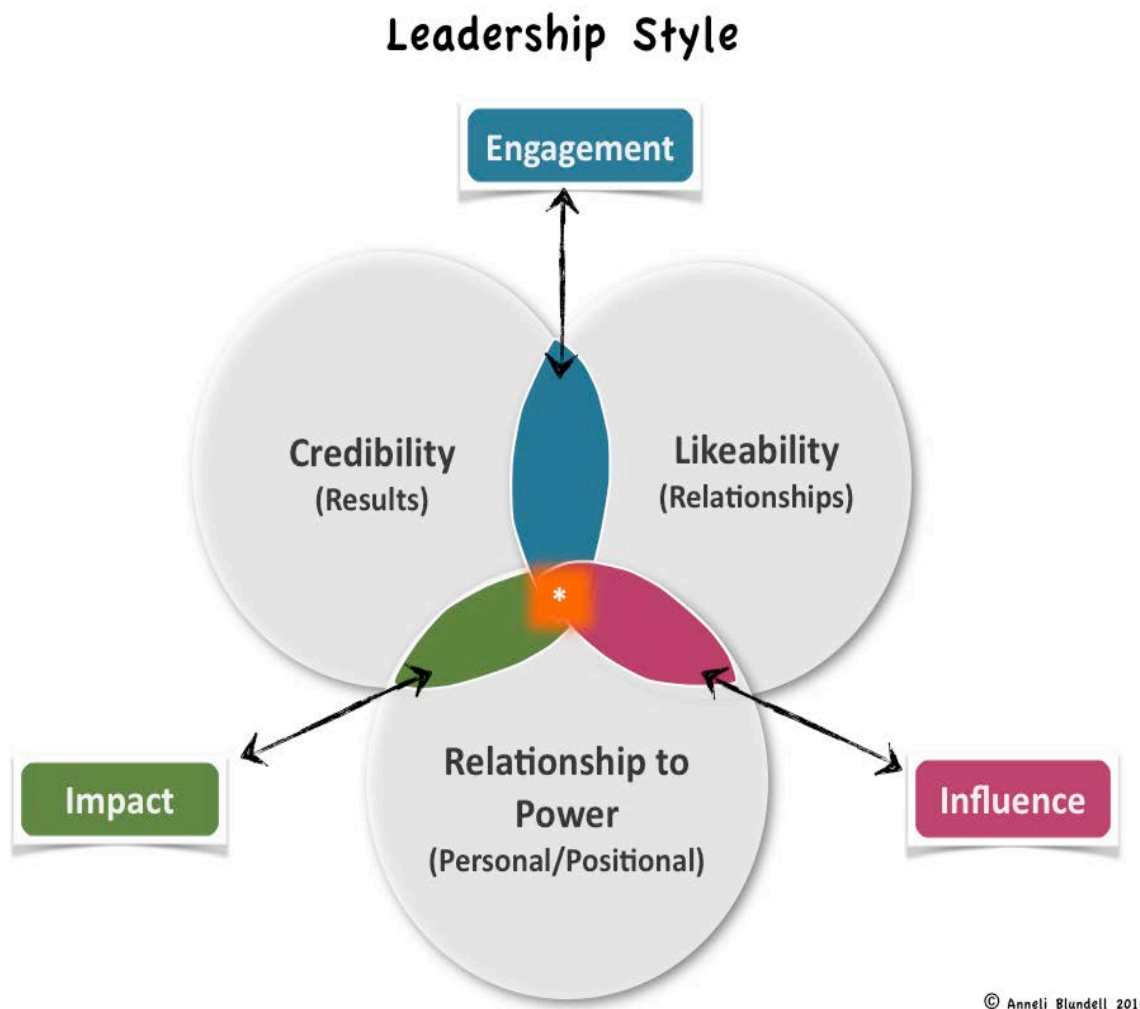
It is a facilitated journey which allows you to tap into the inner resources needed to unlock your full potential and to achieve this, relies on powerful questioning techniques and proven transformational change strategies.

¹² Kirkpatrick Ph.D., J., & Kirkpatrick, W. K. (2009, April). The Kirkpatrick Four Levels: A fresh look after 50 years 1959–2009.

The International Coach Federation (the global professional body for coaches) describes coaching as, “...partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”

Coaching is not considered therapy, counselling or psychology. It is however an effective approach to stimulating conversations that feel insightful, exploratory and illuminating through the course of the program.

What does a typical client work on?



Building an effective interpersonal leadership style is about understanding the leaders’ reliance on their credibility, likeability and how they use their power with others.

Some leaders need help taking their foot off the brake (potential to derail) and others need help hitting the accelerator (fast tracking high performance). In both cases improving leadership style is a function of understanding and balancing three main levers: **Credibility** (strength) and **Likeability** (warmth) and **Power** (personal/positional).

Improving *credibility* may include working on:

- Credible communication (building authority)
- Confidence
- Authority
- Leadership brand
- Executive presence
- Leadership visibility
- Having hard conversations
- Enforcing expectations and boundaries
- Performance management
- Influence
- Presentations
- Driving change

Improving *likeability* may include working on:

- Influence
- Collaboration
- Approachability
- Engagement
- Motivating and inspiring employees
- Reading people
- Emotional intelligence
- Rapport
- Decoding resistance
- Effective communication
- Presentations
- Leading change

Improving *power* may include working on:

- Confidence
- Navigating powerful personalities in the political corporate environment
- Adjusting to new reporting relationships with different power dynamics (eg managing former peers)
- Letting go of an over-reliance on positional power
- Cultivating greater informal influence
- Leveraging informal over formal power to create engagement over compliance
- Balancing personal and positional power for greatest leverage
- Understanding the most effective sources of professional power and how to use them appropriately

Other types of coaching outcomes may include:

Leadership/Management skills

- Expanded thinking through dialogue with an independent and curious outsider
- Self-awareness, including uncovering blind spots
- Understanding of own emotions and human drives
- Personal accountability for development
- Just in time learning
- Developing leadership and management skills

- Developing others
- Developing Emotional Intelligence (EQ)
- Self-awareness
- Interpersonal effectiveness
- New perspectives
- Challenging un-resourceful behaviour and thinking patterns
- Accountability for results
- Transference of skills into new roles

Personal transformation

- Spending more time with family... and not at the expense of more stress at work
- Setting inspiring goals... and really achieving them
- Moving from procrastination to action
- Building stronger and more fulfilling relationships
- Working smarter not harder
- Learning to say no... without guilt
- Increasing efficiency and reducing self-sabotage
- Resolving career conflict
- Making decisions and sticking to them
- Leading the life you have always wanted
- Discovering your deepest resources to express your higher Self
- Aligning your life and career with your true values and purpose

Client wins

- “I used to have a line outside my door everyday. Now I’m lucky to get 1 or 2 questions a day.” Finance Manager
- “It used to take 3 weeks to get a report from this one person and when I got it, it was filled with errors. Now she sends me the report early and more care has been taken in the preparation so it’s much more accurate.” Product Development Manager
- “I estimate that I’ve reclaimed about 30% of my time each day by better understanding what my people need and how much support to provide them.” National Sales Manger
- “My team used to complain about our team meetings. Now if I miss one or skip a 1:1, they ask me when we’re going to reschedule it. Meetings have become a place we share progress, solve problems and support each other.” Finance Manager
- “My team’s engagement scores have gone from the bottom of the rankings (the worst across the whole department and whole business) to the top 10% of the whole business. In fact we even won an independent government award based on these engagement scores and the turnaround within the team.” Call Centre Manager
- “We had a handful of projects that had stalled, with customers not getting back to us with their requirements. Some had been out of contact for months. After decoding these clients using one of Anneli’s techniques, we crafted a range of emails that created an immediate response in all clients (from one day to 2 weeks). This salvaged about \$50,000 worth of work that would have been lost.” National Account Manager
- “After testing some of the techniques we discussed, I managed to change the perception of my team from service providers to sought after independent experts. It’s exactly the visibility we needed to make a real difference in the business. Our department is now on the map.” Director
- “I used to get frustrated when people didn't do what I needed them to, and so I would be on their backs all the time. I learned that pushing them harder only made them push back. I didn't realise how effective small changes could be, when it comes to approaching people for things you want.” Director

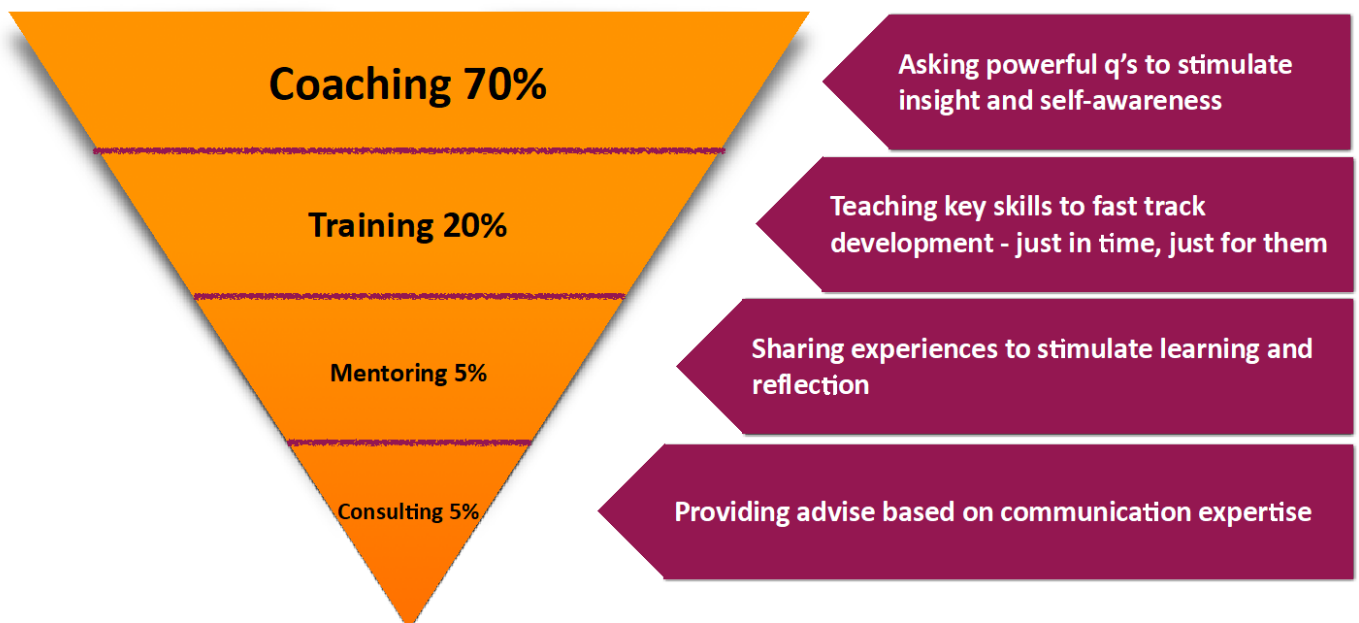
- “The team are now embracing change so much that they hold the record for the most amount of new change initiatives being put forward and adopted. It has made a huge difference just building that buy-in from the beginning.” Manager
- “My team went from a 9-5 mentality where 50% were underperforming and 50% were fed up with picking up the slack of the others and being infected by the bad attitude of the others, to a team that's engaged, is developing fast, is committed, and will stay to do the job that needs to be done rather than watching the clock. I am thrilled.” Government Manager
- “I was at the brink of walking away from a 20 year business partnership. I couldn't get through to my partner. We had lost trust and were no longer communicating effectively. By the end of my program we had re-established communication and were working at rebuilding the partnership to what it once was.” Partner

What I do as the coach

My experience has taught me that the most successful coaching approach is a fluid, hybrid style that tailors to the clients’ needs, preferences and outcomes. When working one on one with clients I take up various roles including **coaching, training, mentoring** and **consulting**, all within a coaching style and framework. This flexible style increases the potential for change as it allows the client to build awareness and insight (new ways of thinking) AND new skills and capabilities (new ways of doing). The on-going and immediate feedback loop gained from the coaching framework is integral to supporting sustainable behaviour change. The approximate percentage of time in each role is shown in the diagram below and the rough percentages can shift at the request of the client.

"A coach is someone who tells you what you don't want to hear, who has you see what you don't want to see, so you can be who you have always known you could be."

- Tom Landry



Question/Probe/Challenge your thinking

- Ask questions to stimulate insights, build awareness, discover new options and highlight programmed behaviour.
- Challenge your current way of thinking; What are the pay-offs, what are the costs, what's the real result?

Build awareness

- Open up new neural pathways, create possibility and options, and consider new choices.

Reflect patterns and observations

- Hold up the mirror in a way others can't or don't have permission to.
- Use neuroscience and social science as a lens to explain patterns of behaviour that need to be addressed and navigated.

Hold you to account

- Provide the support in, and between, sessions that will help you stay most accountable to your goals.

Share my expertise

- I'm constantly updating my knowledge through trainings, seminars, conferences, books and other reference material. I always share what I'm learning so my clients have access to leading edge thinking when needed.

Provide feedback

- Progress requires a feedback loop, which can come through our conversations. We can also devise ways for you to get feedback from your work environment.
- It's also important to get feedback about what's 'normal' as most clients think they are the only ones facing their trials and tribulations and reacting the way they do.

Support your efforts/celebrate success

- This is not about being perfect; it's about making progress. Keeping focused on your goals, making adjustments as necessary and celebrating important milestones when they occur.

Keep it light

- Coaching doesn't have to be heavy and serious. The most effective learning occurs through a positive emotional state, so adding a light touch to conversations where appropriate is important.

What you do as the client

Commit to the process

- You'll get out what you put in, so bring your A game and let's play. 😊

Be prepared

- Complete the preparation form before each coaching session or at the very least make a quick note of what you want to discuss or review so you can remember to raise it.
- Take some time to reflect on progress, events, and insights since our last conversation.
- Note any stories, curiosities or things you want to cover during our session.

Be present

- Turn up to each session fully present. Turn off phones and devices, clear your mind and space of other distractions and give yourself the gift of total focus. You'll be surprised how much we can cover in our dedicated time together in this state of attention and presence.

Take action

- In between sessions apply what you've learnt; test out new theories; try on new behaviours and play with changing attitudes.
- Note any reactions, situations or responses that we could discuss together.

Reflect

- Make time in between sessions to reflect on feedback from the environment, to notice what's working and not working and continue focusing on your goals daily.

Get support

- Enrol others in your journey and ask them to support you.
- Let others provide extra accountability.
- Ask for detailed feedback.

Refer ☺

- I love referrals! A referral coming from you feels like an acknowledgement that I'm doing a great job and is very rewarding. If you know someone who could use a Coach, simply refer them to me for a quick introductory chat.

How is the Coaching Program conducted?

To begin

- Together we'll set your coaching goals, debrief any feedback or profiling surveys and kick start the program.

During

- We meet every 2-3 weeks.
- Throughout the process we determine any required support in between sessions if needed (texts, emails, reminders etc).
- One week before each session you'll receive a preparation form to capture what's occurred and note any ideas you want to cover together.
- 24-48 hrs before each session you'll receive an email reminder from my office.

After

- Before the final coaching session you'll receive a feedback form. This allows you to review your progress to date, set goals for the future and provide feedback to me on your coaching experience (so I can continue to improve and refine my own skills!)
- You may also be asked to provide a testimonial if that feels right. As mentioned, word of mouth recommendations are greatly appreciated.

The nitty gritty

Rescheduled, cancelled or missed sessions

I assume the coaching program is important to you and that you are committed to attending each session. Sometimes life happens and we need to reschedule our sessions. If so, please give me at least 24hrs notice. Except in the case of an emergency, you will be charged for last minute cancellations (less than 24 hrs notice) by forfeiture of that scheduled session.

Confidentiality

Successful coaching requires us to have a trusting partnership. Our conversations are confidential unless you have requested otherwise. I will not disclose any information that identifies you without your permission. At times I share general client themes and common experiences to help other clients with their journey, however all identifying information is omitted and most stories are a culmination of several client experiences or general behavioural principles, observations and outcomes.

Use by dates

Coaching success relies on commitment and momentum. All coaching sessions that are not utilised within a 3-month period from the last session, are deemed forfeited, unless alternate arrangements have been specifically agreed to with my office.

Follow-up, one-off sessions

At the end of your coaching contract, you are welcome to book one-off follow up sessions (or indeed another full or half package), at your discretion. This is useful in the first few months of finishing a coaching program as it allows you enough time to apply your new skills and experiences on your own, whilst providing just enough support and accountability to ensure you are still on the right track.

Program cancellation

Coaching programs are non-refundable but are transferable. If you cancel the coaching contract, you can nominate another coachee in your place, and the remaining sessions will be transferred to them. These remaining sessions must begin no later than 3 months from the transfer date.

Professional Code of Conduct

As a professional coach I abide by professional coaching standards as outlined by the Professional Coaching body, the International Coach Federation (ICF) (www.icfaustralasia.com.au) and the Australian and New Zealand Institute of Coaching (ANZIC) (www.anzicoaching.com).

Insurances

As a professional coach I have all the necessary insurances to perform my work including:

- Professional Indemnity Insurance, and
- Public Liability Insurance.

Your Executive Coach - Anneli Blundell



- ◆ Professional People Whisperer
- ◆ Skilled parallel parker
- ◆ Running addict

As a communication expert (a.k.a professional People Whisperer), Anneli has been working with leaders and teams to improve their communication and interpersonal intelligence for over a decade. She brings to her clients a recognised expertise in the field of below **conscious communication and motivation**.

With a perceptive and insightful coaching technique, Anneli relies on her ability to decode motivation and communication styles through advanced language patterns. She assists her clients to gain a greater awareness of self, and an ability to be more engaging and influential with other others.

Anneli is a vibrant, articulate and skilled coach who was a proud Finalist in ANZI Coaching's 'Coach of the Year Awards' in 2010 and was awarded the designation of Master Coach in 2012. Anneli is also an accomplished leadership speaker, mentor and co-author of *Developing Direct Reports: Taking the guesswork out of leading leaders*. She is currently working on her next book: 'Decoding Resistance: The real reason people won't do what you want'.

Anneli's flagship leadership program for young professionals was a recent finalist in the **2014 LearnX Awards**.

Qualifications

- Bachelor of Business (HR Major)
 - Diploma of Life Coaching
 - Certificate IV in Life Coaching (Advanced Practitioner)
 - Certified iWAM Master Trainer and Profiling Practitioner (Inventory of Work Attitudes and Motivations)
 - Completed Neuroscience 101 training
 - Certified LAB Profile Consultant and Trainer (Language and Behaviour)
 - Certified Results Coach of Neuro Linguistic Programming (NLP)
 - Accredited Master Coach with Australian & New Zealand Institute of Coaching (ANZIC)
 - **2012 Awarded designation of Master Coach**
 - **2010 'Coach of the Year' Finalist, ANZI Coaching**
 - **2009 Secretary of the ICF Victoria**
 - **2009 MCEI (Marketing Awards) Judge**
 - **2008 MCEI Winner - Professional Achievement Category**
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Coaching testimonials

James Skinner
Oceania Executive Development Coach, Talent, EY
Ernst & Young

I first saw Anneli present at a conference I attended and I was very impressed with how she handled what was a relatively dry and challenging audience. In my constant desire to bring the best providers to Ernst & Young, I looked into how we could use Anneli's obvious expertise in influence and communication to support our people in developing these skills. The initial route was through her coaching services and she has coached a number of our Directors in their executive presence and impact, and the feedback has been impressive, not only from the individuals themselves, but also from those who work closely with them.

Anneli is one of those impressive individuals who fits an awful lot into her working life – an accomplished speaker, mentor, author and a highly experienced coach, and I am very appreciative that we get to work with her at EY.

Miled Abdalnour
General Manager, NBN Dark Fibre Delivery, NBN Transit Delivery
Telstra

I have been working closely with Anneli Blundell - Executive Coach for over 12 months. Utilising Anneli's executive development and coaching expertise helped create a personalised learning framework which has enabled me to expand my leadership capability incrementally, and yet maintain the focus on taking my broader team on the same journey. Anneli offers a unique and powerful solution to leadership development through a variety of coaching tools and insights.

Anneli's professionalism and dedication to her coaching discipline has been incredibly valuable to me and my organisation. This coaching program provided an opportunity for me to reflect and focus on what will create the most leverage in my life and business.

Anneli's coaching approach unlocked and expanded paradigms that enabled phenomenal personal and professional growth. The experience was about building, developing and applying effective leadership skills through self-leadership and enhanced self-awareness that led to clearer and more effective decision making that totally aligned with personal and corporate values.

To date, my work with Anneli has been a motivational and inspiring experience and I would recommend Anneli to any executive wishing to expand and stretch their own or their team's leadership capability.

Jon Eaves
Chief Architect
REA Group

I had the pleasure to engage Anneli to provide communication coaching. It was possibly the single most important personal development I've received in my career, and was delivered with incredible skill, patience and thoroughness. I found the coaching with Anneli was incredibly thought-provoking and fascinating. The way that I was stretched to think about things that I've not considered before was very positive and I am very satisfied with

the outcomes that were achieved. Anneli took great care to understand my particular issues, and aligned the coaching specifically for the results I needed - it was a thoroughly professional engagement.

Grant Johnston
Business Operations Manager
Telstra

Many thanks for your time and support along my journey so far. Your challenging questioning methods and supporting behavioural modelling has provided a safe and supportive environment for me to analyse my operating model and to take on board courage experiments to change what was comfortable. Over the course of my sessions I made a bold step to change my career direction and to take on a role in a new field and to pick up line responsibility for staff. The coaching sessions have guided me in establishing a high trust base with my DR's and to set operating guidelines in the form of psychological contracts between myself and my team members.

My only constructive criticism of the process has been that 4 sessions have flown by and whilst we have achieved a lot during this time, I hope that future coachees of the Telstra Top Talent program are able to spend more session time with quality coaches like Anneli. A well worthwhile experience that I thank Telstra for allowing me to participate in.

Gary Wheatley
Director Network & Retail Operations,
Daimler Truck & Bus Australia/NZ

Having attended various executive coaching programs over my 30-year career with Mercedes-Benz I can testify that Anneli is the most inspiring, professional and sincerely dedicated coach I have had the pleasure to experience. I looked forward to each session with her as she guided me through some challenging situations and unravelled opportunities for me to further develop my leadership skills. Anneli has a very engaging and genuine coaching method enabling her to get to my deepest inner thinking to understand reasons for behaviours thus offering incredibly valuable advice. My journey with Anneli was within a very safe environment allowing issues and concerns to be worked through without fear of repercussions. I strongly recommend coaching with Anneli Blundell, as well as her book 'Developing Direct Reports', to any new or seasoned high-level executive.
