



Leadership coaching programs.

A coaching roadmap to inspire personal and professional growth.



Welcome.

Thank you for taking time to learn more about coaching and what it offers.

Why do people seek me out as a coach? For my experience in helping clients to make real progress as they navigate work, life and ambiguity with greater clarity and calm.

At its most simple, coaching expands your thinking, increases self-confidence and boosts performance. If your focus is on achieving personal or professional development goals, it helps you get results fast.

Professional and personal growth

Create a motivating objective, direction or goal; develop practical strategies, plans and actions; and be supported as you make progress.

Building lasting confidence

Find your voice, reach your potential and grow on your own terms as you transition to a new role, leadership position, or phase of life.

Self care and overwhelm

Help to identify and navigate the right path for you. Make decisions when faced with uncertainty and ambiguity, or simply too much to do.

You'll create space for sustainable change by shifting mind sets, behaviours, and habits.

Why do I coach? Because it's a privilege to work beside people as they discover fresh new ways to live, work, and be in the world.

Carol Howard

Director | Black Birds Three

"Coach, consultant, mentor and collaborator extraordinaire! Carol brings unbounded enthusiasm and experience to all aspects of her interactions with the individuals and teams she supports. She is a great practitioner of 'keeping the end in mind'. She works with purpose and integrity, and has been crucial to the success of our organization."

Tom G, Director, Global Business Operations

FUTURE





What is coaching?

It's a partnership between you and a qualified coach who will take you through a thought-provoking and creative process.

Coaching has a long history of effectiveness and draws upon disciplines as diverse as philosophy, counselling, psychology, sports coaching, and behavioural science.

1. Self-directed learning

- You come up with the answers
- Take action and experiment with options

3. Positive feedback

- Improving vs “fixing” you
- Celebrating learning and growth

2. Solutions vs. problems

- Focus in on solutions
- Explore what and how vs why

4. Stretch and challenge

- Push past comfort zones
- Your choice of how much stretch

“Carol provides a very safe and supportive environment in which deep and meaningful conversations take place. She is also a very genuine person who thinks about the best ways of helping people. She certainly helped me arrive at a number of key decisions by inspiring me to see a broader perspective.”

Robert B, Principle Strategist, Federal Government

Coaching helps you to come up with your own breakthroughs, ideas and solutions.

It's about finding your own answers while being supported by your coach with candour, authenticity, and empathy. Coaching is not about giving you advice or telling you what to do.

Coaching is also not therapy, although it does draw upon similar methodologies, tools, and techniques.

The role of your coach is to listen, to help you challenge limitations in your thinking, reflect back what they see and ask questions to broaden thinking, shift mindsets, and make space for positive change.

It's about giving yourself time, space, and permission to experiment, learn and celebrate success.



Better results than going it alone.

When you work with me and commit to the program you will get positive results.

I use evidence-based coaching methods, approaches, and tools based on your needs.

Neuroscience-based coaching

Brain-based coaching draws from contemporary neuroscience, along with research from adult learning theory, positive psychology, systems thinking, and change theory. It is based on the work of Dr David Rock.

“Carol was not just someone to talk to about my dreams, she was the right person to guide me towards achieving my purpose in life. Her approach allowed me to see the value in the process and find a real path to my goals. The following words give a glimpse into my experience with Carol... thoughtful, challenging and completely engaged.”

Anita Kriek-Fagan, Global Head of Talent Operations, MZ

Narrative coaching

Narrative coaching is a mindful, experiential, and holistic approach to help people shift stories about themselves, other people, and life to create new narratives and results. It's grounded in Dr David Drake's work.

Strengths-based coaching

Strengths-based coaching comes from the discipline of positive psychology and the work of Dr Martin Seligman, Marcus Buckingham, Donald Clifton, and Alex Linley.

My approach is also informed by design thinking, social learning, applied psychology, change methodologies, systems thinking, leadership development, and agile ways of working. I am a member of the International Coach Federation (ICF) and abide by its Code of Ethics.

Coach training

- Brain-based coaching: NeuroLeadership Institute
- Narrative coaching: Centre for Narrative Coaching
- Coach supervision : Centre for Coaching Development & Supervision (Aust)



Common elements.

Leadership

- Visionary and strategic thinking
- Inspiring people and teams
- Leading through change / ambiguity
- Moving into a leadership role
- Executive presence and edge

Professional Development

- Role or career development planning
- Moving into a team management role
- Productivity and planning
- Decision-making / problem solving
- Creativity and innovation

Relationships and People

- Effective working relationships
- Conflict and communication
- Influence and networking
- Working globally and cross-culturally
- Managing upwards/difficult bosses

Self Care

- Work-life balance and self care
- Stress management and resilience
- Self confidence and assertiveness
- Managing ambiguity and overwhelm
- Challenging your comfort zones





About your coach.

My name is Carol Howard and over the past 6 years I've established a thriving coaching practice.

I work beside people and teams to help them find clarity, confidence, and capability on their own terms. My philosophy is that the best solutions and ideas are designed by you, for you.

So what's my role? I help you discover, explore and experiment with new ways of thinking, working and being using evidence-based coaching.

And I provide the positive stretch, challenge, candour and empathy you might need (because people often do) to get to where you want to go.

I'm told that I quickly build trust with my clients by being direct and kind in the right measure for them.

My experience includes many years working alongside leading companies and teams including: Cisco, Twitter, Snap Inc, Virgin, and Optus.



Who I work with.

I'm known for working with progressive people, teams and companies who want to explore what's possible, challenge the status quo and work with integrity, energy and purpose.

I am experienced at coaching people from many backgrounds, industry sectors, cultures, and stages of life. My approach is practical, empathic and no-nonsense.

Following are specialist areas of experience and expertise.

Industry and Functions

- Global IT and start-ups
- Strategy, transformation and change
- Business operations and shared services
- People, culture and human resources
- Recruiting and recruiting operations

Positions

- Senior executives (General Manager / Vice President)
- Director / Director + levels
- Middle managers and team leaders
- New and aspiring people managers
- Change, project and program managers
- High potential employees

My professional affiliations include: International Coach Federation (ICF), International Association of Facilitators (IAF), Neuroleadership Institute (NLI) and Change Management Institute (CMI).



Narrative Coach

Enhanced
Practitioner





Let's start at the beginning.

We start with where you are at today and where you'd like to go next.
What are your aspirations, challenges and opportunities?
What motivates you?

The program is built around your needs. Most programs include:

- Individual 60 minute coaching sessions
- Sessions held weekly or fortnightly
- Coaching over a 2-12 month period

If the program is company-funded we also hold joint meetings over the course of the program between you, your manager and me.

We use simple, intuitive technology to connect and work together.

Online meetings: Our coaching sessions are conducted using Zoom for audio and video. It's easy, intuitive and most people love it!

Booking sessions: You're able to book, reschedule and cancel your coaching sessions easily through my online booking system.

Leading edge resources, tools and assessments to support you.

Your online coaching space is where you access your program materials.

- Coaching contract
- Program guidebook
- Coaching workbook
- Pre-coaching questionnaire
- Pre-session worksheets
- Joint briefing session workbook

Additional resources are provided during your program as appropriate.

"Despite the muddled mess in my head, Carol always managed to get me thinking clearly and focused on the next steps. She's upbeat and energetic yet thoughtful and empathetic. I felt very safe discussing deeper issues with her – like tackling my fear around my next career step."

Oliver W, PMO Leader, IT



And create a new future.

We'll co-design the best approach for you.

You'll explore new ways of thinking, generate solutions and build new habits. It's a process based on awareness, exploration and action.

Sample program of 12 sessions

Initial conversation and contracting

- Initial chat to explore if we're a good match
- Answer any questions you have

Contracting

- Agree how we'll work together
- Establish coaching schedule and timeline
- Logistics and contracts

Orientation call

- Kick off session to start the program
- Build a common understanding of coaching

Preparation for session one

- Review Coaching Program Guidebook
- Complete coaching questionnaire
- Book your first coaching session

Session 1: Create your direction

- Tap into your motivations, strengths and aspirations
- Explore where you are today and your new future
- Create your objectives, direction and/or goals

Sessions 2-5

- Regular, ongoing coaching sessions
- Additional tools and resources assigned

Session 6: Mid-point review

- Regular, ongoing coaching session
- Assess progress/recalibrate

Sessions 7 - 11

- Regular, ongoing coaching sessions
- Additional tools and resources assigned

Session 12: What's next for you?

- Program debrief: actions, learning and emotions
- Reflect on progress and celebrate your journey
- Explore what's next



Want to learn more?

Contact me for a confidential discussion.

Carol Howard

Director

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