

**Rowan Coach Profiles:**  
**Steve Coulson, Rachel Weiss, Chris Whitehead, Karen Redpath, Jo Birch**

**Steve Coulson**



*Steve is an experienced, international coach who has a passion for his profession. He believes all leaders can embrace change, develop through experience and self-awareness, and take ownership and responsibility for their own growth and success in business and life. Steve brings into his coaching the values of compassion, challenge, curiosity, insight and learning through exploration and self-discovery. He aims to work with a balance of cognitive as well as emotional intelligences to encourage greater depth of understanding, to support sustained learning and to help others live better.*

Steve has acted as a personal coach for over 400 individuals and has completed over 3500 coaching hours.

Steve is a qualified Executive, Business and Life Coach. He coaches individuals and teams in business and other organisations internationally on all aspects of personal and business development, from business aims, objectives and restructuring and career progression to personal development, self-awareness, confidence and personal goals. He has a depth of experience in working across cultures. His specialism is in customer experience and developing the customer journey (both internal/external customers) to provide excellence in delivery, earn loyalty and business growth. He also designs business training programmes to deliver cultural change management, customer experience and coaching skills.

Steve is a trained and qualified Facilitator and a Certified NLP Practitioner.

## Qualifications and Affiliations

|   |                             |                         |
|---|-----------------------------|-------------------------|
| International Coaching Federation                 | Associate Member            | since 2014              |
| Gestalt Approaches to Learning in Organisations   | Edinburgh Gestalt Institute | May 2012 (3 days)       |
| Member of Coaches Register for Tayside Health NHS | NHS Tayside                 | since 2011              |
| Certified NLP Practitioner                        | Scottish School of NLP      | March to November 2007  |
| Diploma in Executive Coaching DipNMC              | Noble Manhattan Coaching    | September 2005 (1 Year) |

## Highlights from Employment History

Steve's business background includes 15 years operations management as part of the senior management teams in Tesco, a leading supermarket retailer. He has been involved in a major cultural change programmes within the customer service environment, providing the strategic vision, leadership, coaching and mentoring to allow people to choose positive attitudes to change and enhance the development of the business. As a manager, Steve has extensive experience of leading diverse teams through change and new business development in customer facing environments.

Steve's formal background in coaching includes delivering one to one coaching as well as team/group coaching to a variety of individuals and business leaders and managers. He has experience of coaching and working with leaders delivering organisational change. Steve has a depth of knowledge and experience in coaching across cultures both internal and external to businesses as well as across international cultures.

In addition he delivers training of structured workshops in self-awareness, coaching and leadership skills to senior leaders and managers in companies and organisations as varied as small/medium enterprises to larger global businesses.

Steve has coached leaders in organisations including Asda, Tesco, Sainsbury, Unilever, Mars, Royal Canin, PepsiCo, HSBC, Unicef, Aviva, NHS and Virgin Atlantic as well as Further and Higher Education establishments including University of Dundee, Abertay University, University of Stirling and Perth College UHI.

Steve is an associate coach for Rowan Consultancy, a Perth-based organisation, specialising in helping people live better.

## Personal Interests

Steve is married with two children. They have a horse, 2 dogs and 2 chickens. Steve repairs and makes items of saddlery and bridles. He also has an interest in mountain biking, astronomy, field archery and falconry and is learning to play the fiddle.

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## Client Testimonials

I had great conversations with Steve each time we had the pleasure of talking. Not only did he give me suggestions on how to coach in various scenarios, he also spent time coaching me on different approaches for situations I was dealing with at home and at work. I felt good after each conversation, and even empowered with my own coaching skills.

*Ashley McClure,  
HR Business Partner/Manager, Husky USA*

Over the past few weeks my colleagues and I have been working with Rowan Consultancy, our coach Steve Coulson has been excellent in introducing us to benefits of coaching in the business environment and assisting me in unlocking the potential that exists within my team. I have no doubt that these new skills and heightened awareness we now have will continue to help with our development during these difficult times.”

*Paul Donovan,  
Managing Director*

I have had coaching support with Rowan Consultancy in the past, spread over several months, on my career and personal development. I found the aspects of coaching around values and clarity on my career direction extremely helpful. I would recommend Rowan’s Coaching to anyone, particularly if you are in a management or executive role.

*Mark McLauchlan,  
Lead Architect, Bank-Wide Transformation at Royal Bank of Scotland*

My career in higher education has spanned 20+ years and two continents. Over this time and geographic space I have taken part in many leadership development opportunities and programmes. My experience with Rowan Consultancy has been top notch and rates as one of the most useful supports to my development as a leader. Executive coaching helped me to hone in and improve on several key areas in my professional life and provide additional focus to my career development.

*Professor Timothy B Kelly,  
Dean of the School of Education, Social Work and Community Education,  
University of Dundee*

## Rachel Weiss



Rachel believes in personal and professional growth through self-awareness. This informs her practice as a coach, leader and trainer. She encourages her coachees to formulate and achieve their developmental goals, acting as a supportive and challenging companion on their journey. Rachel uses a holistic approach, which values your emotions and physical sensations, as well as your thoughts, which give you useful information about your behaviours. She helps you identify and modify unhelpful habits and develop yourself as a leader.

Rachel has acted as a personal coach for over 70 individuals and has completed over 200 coaching hours.

Rachel coaches leaders in both public and private sectors on varied issues including transition to new responsibilities, influencing peers and superiors, developing new management styles and transforming company culture.

Rachel draws on her own leadership experience as an entrepreneur, founding and leading Rowan Consultancy for the past 20 years and also on her experience as a public sector employee. Rachel's membership of the Institute of Leadership and Management keeps her up-to-date with current leadership concepts, as does her work training managers with the Open University Business School. She delivers the ILM(Institute of Leadership and Management) Coaching qualifications for Rowan and has written an online MSc module on coaching for University of Dundee.

Rachel is also a trained and qualified lecturer, counsellor and workplace mediator. This experience means she brings psychological depth to her coaching, enabling you to shift blocks to your creativity and growth.

## Qualifications and Affiliations

|  |   |      |
|--|---|------|
| Systematic Coaching & Constellations Practitioner              | Coaching Constellations                       | 2018 |
| Team Coaching diploma 2015                                     | ICBC  | 2015 |
| Associated Certified Coach                                     | International Coach Federation                | 2013 |
| Level 7 Diploma in Executive Coaching and Leadership Mentoring | Institute for Leadership and Management (ILM) | 2012 |
| Certificate in Coaching  | Centre for Coaching, London                   | 2010 |
| Professional Certificate in Management                         | The Open University                           | 2008 |
| Fellow (FHEA)  | Higher Education Academy                      | 2006 |
| BA(Hons)   | Oxford University                             | 1988 |

## Highlights from Employment History

Rachel started work as a secondary school teacher. She enjoyed developing pupils' self-belief, skills and confidence, leading to a career move into counselling.

In 1997 Rachel founded Rowan Consultancy, which she has grown into a successful business, helping individuals and organisations develop through self-awareness and skills. She is the Senior Partner, leading the organisation.

Rachel delivers leadership training including Institute of Leadership and Management programmes and enjoys helping leaders develop through coaching. She has worked with Universities, Councils, Housing Associations and private sector companies and enjoys cross-fertilising ideas and good practice from different work sectors. Rachel's coaching clients include employees at University of Dundee, Perth College UHI, Hub Services and Havelock Europa plc.

## Personal Interests

Rachel lives in Perth with her husband and dog. She enjoys yoga, cycling and learning Spanish.

## Testimonials

I have found Rachel's coaching to be both enlightening and inspiring. It has helped me clearly identify how I can practically improve as a leader, and as a person, and I find that the organisation I lead is a lot better at recognising what it needs to work on, and more importantly, what I need to do to ensure it delivers."

*Terry Vose, Managing Director at Moness Resort*

Rachel is a fantastic coach. She listens, absorbs and really gets you thinking about behaviours, styles and options for change. She is truly inspirational. I felt incredibly comfortable with Rachel during our sessions and was confident that she is

trustworthy and was providing the best possible service to my organisation through her coaching. I would not hesitate to recommend Rachel and Rowan  
*David Blackford MCIPD, HR Business Partner at Havelock Europa*

The one-to-one coaching offered me the opportunity to voice concerns I had about my new position within the company and with Rachel's clarity of insight, expertise, calm manner and guidance she helped me to work through these concerns. In turn, I gained a clearer understanding about my strengths and weakness and also a belief and confidence in what I could bring to my new role.

Belief in myself, confidence in approaching new challenges and most of all pride in what I have achieved so far in my career. I never realised how much I needed that clarity and I genuinely feel stronger and more positive in my working environment because of the coaching sessions. Initially the coaching may challenge your thinking and take you out of your comfort zone but the end result is absolutely worth it. I would very much consider using Rowan Consultancy again in the future

Thank you Rachel

*Anonymous client, Scottish Exhibition and Conference Centre (SECC)*

"I have really benefited from Rowan's executive coaching. It's amazing how talking things over with someone other than your friends and family, and hearing yourself reflected back can help you become more self-aware and able to work more effectively with your colleagues. I would recommend it to anyone who wants to develop and improve their performance at work."

*Iona Beveridge, Senior Manager, University of Strathclyde*

Having undertaken a short coaching skills training programme with Rowan, I was very impressed with the approach and new learning it afforded me in my work. As part of this programme, I was fortunate enough to have several one-to-one coaching sessions with Rachel Weiss. Having found these extremely helpful, I convinced my employer to finance a further series of sessions to support my ongoing work.

As a senior manager in Higher Education, I work within an increasingly complex, ever changing environment. Coaching sessions have provided me with a safe space to explore issues and dilemmas with skilled questioning from Rachel about my own approach as a leader within this context. Her supportive, yet challenging coaching style has enabled me to question my own and others' assumptions; test out potential courses of action and formulate action plans. This has led to me being more reflective and thoughtful in my approach as a leader, as well as having gained in confidence. Rachel's role modelling as a coach has additionally supported my own growth in the use of coaching methods within my own work.

I would highly recommend coaching at this level to promote leadership capacity across any organisation.

*Dr Linda Walker, Associate Dean, University of Dundee*

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## Chris Whitehead



Chris is an associate coach for Rowan Consultancy and the Managing Director of Facilitating Change (UK) Ltd. Facilitating Change specialise in managing change in organisations.

Chris has senior management experience in two large blue-chip organisations and is currently a board member of an educational establishment. Chris has used a combination of his experience, facilitation and coaching to work with a number of different organisations to develop and deliver vision and strategy in both public and private organisations. Specifically he has:

- Developed worked with a Senior Management team to develop the capability to deliver a new banking offering;
- Worked with a charity to propose and deliver a new organisational structure;
- Work with a financial institution to refine and deliver their vision and strategy.

Chris has experience of facilitating change in the Finance, Energy, Construction, Health, Oil, Transport and Public Sectors. He has designed and facilitated interventions in Europe, USA, Asia, Africa, Former Soviet states and the Middle East. Chris is skilled at facilitating large-scale interventions where there are high profile issues affecting diverse interest groups.

His clients have included AMEC, Bank of Scotland, BP, BG, E.ON, EDF, Mainstream, Marathon, Nirex/NDA, Repsol, Shell and SSE. As well as delivering public engagement programmes Chris has facilitated several different types of interventions, which have included Organisational Change, New Product Development, Peer Review, Project Review, Communication and Consultation Process, Risk Management, Strategic Planning, Partner Meetings, Diagonal Slice and Process Definition. He has also written and delivered specific learning workshops on Facilitation and Public Consultation.

Chris conducts facilitation training to both Foundation and Advanced level standards. He is an accredited provider of Team Management Systems (TMS DI Ltd.).

Chris also coaches at Executive level, having trained in Gestalt and constellations coaching.

## Qualifications and Affiliations

|   |   |                       |
|---|---|-----------------------|
| Systematic Coaching & Constellations Practitioner | Coaching Constellations                           | Jan 2017- June 2018   |
| International Coaching Federation                 | Associate Member                                  | Since 2015            |
| Gestalt Coaching Skills Programme                 | Kinharvie Institute                               | March - April 2015    |
| NLP for Business                                  | Sue Knight  | February 2014         |
| MSc (Dinc) Information Systems Management         | Stirling University                               | Sept 1998 – Aug 1999  |
| BSc (Hons): Geography & Geology                   | College of St Paul & St Mary, Cheltenham, Gloucs. | Sept 1984 – June 1987 |

## Highlights from Employment History

Chris has ten years' experience with two major Blue-Chip companies, Hays and BOC. He established key relationships and reviews in the Retail Supply Chain sector working with several High Street retailer, a major role being the implementation and management of change.

As Northern Regional Manager at Hays Retail Support Services Chris had responsibility for the distribution network in Northern England and Scotland. His review of the network and subsequent implementation of changes led to major cost savings and service improvements. At the same time Chris was an Account Manager working with two manufacturers within Fife developing their supply chain systems.

Chris has co-written several academic papers, which examining the use of Operational Research in the NHS. He has provided lecturing, coaching and supervisory support on a number of MBA and MSc. programmes within the School of Management at Stirling University.

## Personal Interests

Chris is married with two children. He is a Street Pastor in Stirling. His family are experienced in foster care (respite care) for children with disabilities. He is currently:

- ✚ on the board for the Scottish Baptist College;
- ✚ a member of the Baptist Union of Scotland's: Peaceful transition team;
- ✚ an advocate for Compassion. An organisation that sponsors children in the developing world.

## Testimonials

Chris is well organised and really illustrates the point about the benefits of preparation in achieving the right outcomes. He brings a sense of order and calm that gets a lot out of the groups he works with.



Chris is a true professional. He plans and prepares superbly and always delivers a high standard of work with our clients. We can always rely on him to get to the outcomes we need and he understands how to work as part of the team. Chris combines a great work ethic with a good sense of humour and our clients always appreciate his un-intrusive style

*Liz Moody*  
*Joint MD – Management Consultancy*

Chris is a first class facilitator but most importantly a 'safe pair ' of hands. Undertaking critical work with key clients, I can trust Chris to work independently and to deliver superior results. Chris is my first call for expert facilitation support.

*Geoff Anderson, Director at Derson Digital*

I have worked with Chris for many years and his talents around facilitation are exceptional and he is the No 1 business partner in this field for the ICD Partnership. In my opinion, there is no-one does facilitation the way he does in Scotland.

*Russell Biggart, Joint MD, Management Consultancy*

I retire from BP today and I would like to pay tribute to the work Chris has been doing for us over these last few months:

Chris came to site in January in the middle of our issues review and new process development phase. He rapidly assimilated the issues and injected a great deal of strategic input into our project. He was also outstandingly good at designing and optimising the new processes, quickly identifying and dealing with the key factors.

In short he provided an invaluable contribution to the success of the project, which has established Grangemouth as best-in-class among European sites in the payment end of Procure-to-Pay.

*Anon, BP*

## Karen Redpath



Karen's passion, in coaching, is to enable individuals to increase self-awareness, uncover limiting beliefs and assumptions, gain insight and make conscious shifts towards becoming more autonomous.

Karen has a holistic and eclectic approach. As well as being a coach, she is an experienced holistic health practitioner, fire-walking instructor and yoga teacher with a passionate interest in supporting individuals to take bold steps to authentic living and optimum wellbeing. She integrates a wide variety of tools in her coaching practice with individuals and groups including breath-work, mindfulness, relaxation techniques and other self-help tools as appropriate.

Working creatively, and from a psycho-dynamic perspective, Karen enables individuals to reflect, explore and create awareness in order to see new perspectives, find solutions, develop new ways of being and facilitate transformational change. These changes can increase confidence and belief in self, encourage positive behaviours, promote increased capability, enhance performance, strengthen resilience and increase capacity to deal effectively with professional, personal and interpersonal challenges.

Karen has an open, warm and intuitive approach which is non-judgemental, respectful and tailored to individual needs. She honours your uniqueness and works with integrity in a person-centred, collaborative, flexible way to be of best service to you.

## Qualifications and Affiliations

|   |                  |            |
|---|------------------|------------|
| International Coaching Federation           | Associate Member | since 2016 |
| Undertaking Diploma in coaching supervision | ICBC             | currently  |
| Team Coaching diploma 2015                  | ICBC             | 2015       |
| Advanced Diploma in Coaching in 2011        | ICBC             | 2011       |

## Highlights from Employment History

Karen has a background in nursing, management and people development.

Karen's background in coaching includes facilitating 1:1 coaching sessions for a variety of individuals, working with professional, personal and interpersonal issues. She has experience facilitating team/group coaching within organisations. As an experienced Workforce Development practitioner and Organisational Development facilitator, within the public sector, Karen has a background in facilitating Leadership Development training and Action Learning Sets as well as providing coaching for leaders delivering on organisational and cultural change agendas.

Karen has supported the delivery of a variety of coaching skills training programmes for managers at all levels within organisations. Additionally, she currently supports the delivery of training, and provides coach mentoring, on a Diploma in Business Coaching programme both in the UK & internationally.

## Personal Interests

Karen lives in rural Angus. She is interested in holistic health and wellbeing. She enjoys a wide variety of activities including walking, yoga, watching movies and drinking tea!

## Client Testimonials

My experience of being coached by Karen was very positive and insightful. Karen explained the coaching ethics she adheres to and fully explored my goal for each session. She provided a safe space that enabled me to feel very comfortable, listened to and trust the coaching process. Karen challenged me in a robust yet respectful way which helped me gain a much deeper understanding of the situations being discussed, enabling me to uncover unhelpful beliefs and positively move forward. One of my issues was a reluctance to ask for help and support from others. From exploring this in the coaching sessions, I am now much more comfortable asking for support and this has culminated in amazing results for me

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both in my personal and working life.  
I would highly recommend Karen as a professional coach.

*Tricia L, Local Government Manager*

I found Karen an insightful and skilful coach. I had a difficult decision to make and through coaching was able to work through my thoughts and feelings, gaining a much better understanding of the reason why I was finding it difficult to make the decision.

Karen was a natural and empathic coach who used her communication skills, her intuition, and her years of experience, to help me with my own thought processes, enabling clarity as to what was going on for me at that time. I noticed that Karen picked up on things about my communication, such as my body language, facial expression and tone of voice, which I was unaware of. Bringing these to my attention created awareness & insight which helped me to be open and honest with myself which was extremely challenging for me. Through Karen's non - judgemental approach and allowing me time to work at my own pace, I made a major shift which has helped me move forward in my life with a much better understanding of myself.

*Isobel C, Assessment Centre Manager*

Nowadays we rate everything from holidays to restaurants. It's all about service, meeting expectations and making recommendations... I'm extending that approach to my experience of being coached by Karen.

I needed to take a long hard look at my life, both personal and professional. In order to do that I needed confidentiality, to feel safe and supported, but at the same time to be challenged to do the hard work needed to make change happen. Karen met those requirements, and more, as her competent professionalism and compassionate approach shifted my thinking and perspective. Her questions were simple yet perceptive and pushed, pulled and cajoled me through layers of complexity I had hidden even from myself, enabling me to look at my situation and beliefs differently. In doing that I made different choices which have had a hugely positive impact on my life moving forward.

Everyone can benefit from coaching! It's powerful, challenging, enabling and life changing. It's so important to find the right person to entrust that journey to and I will always be grateful I took the brave step of seeking coaching and found Karen.

*FDB, senior clinical manager, NHS*

## Jo Birch



Jo's approach enables people to engage more creatively and confidently with the challenges they face. She combines her skills and training with a deep curiosity of the uniqueness of each person; tuning into what makes people 'tick' and how can she best be of service to them. Every coaching assignment is tailored to the needs, hopes, current issues and context of the individuals Jo supports. She blends the ability to grapple with serious themes and complex challenges with lightness and encouragement – helping to liberate untapped personal resources hidden behind blocks that limit, distract or divert people from being their best selves. Jo's approach is deeply acknowledging and affirming of people and their ability to make a difference.

Jo's coaching career began over fifteen years ago in a quest to find a shared language across communities, politicians and senior decision-makers. She draws on her additional psychological expertise to help people better understand and navigate the tangles, relationships and struggles in life and work.

Jo works across systems, with public and third sector leaders, corporate C-suite executives, regional directors and emerging talent. Her clients are based in Scotland, London and across the world – in a variety of sectors including financial & legal, industry, telecommunications, NGOs and public service.

### Qualifications and Affiliations

|   |   |           |
|---|---|-----------|
| Cert Team Coaching Supervision                                  | Alison Hodge/CSA                            | 2017      |
| Fellow  | Royal Society for the Arts                  | 2017-date |
| Member (Active in Special Interest Groups)                      | Association of Coaching Supervisors         | 2011-date |
| Diploma in Coaching Supervision                                 | Coaching Supervision Academy                | 2011      |
| Member  | Association for Coaching (AC)               | 2010-date |
| Certificate in Coaching   | Acorn Principle Plus, Edinburgh             | 2010      |
| Steps and Investors in Excellence (Coaching)                    | Pacific Institute                           | 2000      |
| Accredited & Registered member<br>Chair BACP Coaching 2012-2014 | British Assn for Couns & Psychotherapy BACP | 1995-date |
| Cert/Dip/Adv Dip Couns/MA Couns                                 | Wirral Met/Keele University                 | 91–2000   |

## Highlights from Employment History

Jo's career in community health and well-being ran alongside her therapeutic work. She specialised in creating and leading multi-sector partnerships - delivering innovative housing programmes, inner city regeneration and cross-cultural initiatives. Jo held Charity CEO, and senior public sector positions before extending her expertise into corporates. She now works extensively in international business; public sector leadership; charities and social enterprise.

Throughout Jo's adult life she has also volunteered in a variety of settings - from front-line befriender to international strategic advisor - each role enabling her to contribute more to society whilst enhancing her understanding of people. She has further deepened her awareness of culture and diversity through language training in Mongolian, Mandarin and Urdu and is currently studying Spanish.

Jo is active throughout the professional field - supporting students, providing advanced training for coaches, and participating in leading specialist forums influencing coaching today. She regularly writes for professional journals.

## Personal Interests

Jo is a courageous, novice sea kayaker and cycling adventurer. She finds stillness in Tai Chi / Qi Gong; and playfulness in three growing grandchildren.

## Testimonials

... give it a go! I was sceptical about the benefits of coaching but just a short time was beneficial and that you (Jo) are not judgemental or leading but focus on the individuals own situation and issues rather than bring in others or your own experiences.

### ***RC Service Improvement Manager, Alzheimers Society (UK)***

I feel I've massively benefitted from the conversations, thinking and planning that the coaching sessions (with Jo) allowed; the sessions did feel responsive and personalised, where care was taken to remember and respond to the changing issues and circumstance. Time was given to listen, summarise and re-present issues, allowing a refocusing on what the most important issues were and what could be achieved within set times.

### ***Professor YT, Head of Research and Social Policy Centre, London Southbank University (UK)***

Coaching provided not only a sounding board and the time to think in terms of current behaviours and how they have an impact on peers and team members, it was a vehicle to fast track changes to see positive outcomes. Working with Jo was a delight, she is a very good listener, and provided really good insights that helped me adjust how I behaved or approached situations. These adjustments on behaviour have been very well received by my peers and team members; they are able to "see" a change in how I behave in specific situations.

The biggest difference is that I have less "worries" on my plate, and it's not because the nature of my work has changed, in fact my work load has increased, and I believe

that part of the reason that I have been able to handle this extra load is because I am looking at work and how I approach work differently...

An unexpected "side effect" from coaching is a more balanced work-life, this has had a very positive impact on work as well... it doesn't mean that I'm working longer hours, in fact I've made a conscious effort to enforce work hours for myself – the outcome has been amazing, my personal life is more stable, and this has enabled me to work more efficiently and effectively.

...Jo is a very good listener, and she let me take the coaching session in whichever direction I wanted to go. She made some very good interventions throughout the process, but her approach was never prescriptive or rigid. For me specifically having the flexibility, to focus on specific topics – not all work related – was a real value add, as I could tailor the sessions to work on what I perceived to be important, and yet have the flexibility to explore peripheral areas that became apparent through Jo's interventions.

***Santiago Duarte, LatAm Reengineering Leader, Genpact (Bogota, Columbia)***

Coaching helped me with –

1. A deeper understanding of my strengths and weaknesses
2. Prioritization of tasks
3. Figuring out work/life balance
4. Methods of communication with my manager

I was sceptical about coaching as a method overall. All that I had hoped for and expected (see above) were areas that I really didn't expect or anticipate help from my coach. Mostly because I felt that these were day to day and personal interactions that someone from the outside would not be able to help me out with.

The biggest difference is in my way of thinking/approaching an "issue." The answers and actions are really all within me. It is the heightened awareness that I can mend or walk away from a particular situation is what has helped me most with my dealings with my team, clients and to some extent even with friends and family.

Jo is a seasoned coach and has the perfect balance of professional and personal touch to help navigate through work/personal issues... but the ultimate answers are provided by the candidate themselves and not by Jo. As per the Indian tradition, she is a Guru showing the path to progress but the Shishya (follower) has to take the actual steps and make any changes necessary in order to find success. Ultimately, it is 'Work In Progress' and a lifelong quest.

***NS, VP / Business Development – Media Services, Multi-national corporate (USA)***