

## **Systemic Management Coaching SMC®**

According to the “Neue Hamburger Schule”, coaching is aimed at initiating and enabling a “sustainable self-learning concept”. More specifically, this means that coachees recognize on their own which competences they are supposed to gain in order to achieve their objectives and which path they have to pursue to get there. Hence, coaching is an ideal tool to pave the way for change processes to be initiated and designed for individuals or groups. Moreover, it is by far the most effective and economical method of encouraging problem resolution or the pursuit of self-awareness.

- Essentials
- Operational areas
- Coaching process
- Contact
- Duration of coaching
- Benefits
- Quality
- Confidentiality

### **Essentials**

As your **Systemic Management Coach** of the Hamburger Schule I will address the following 3 focal topics when coaching you:

- Extending your self-perception,
- Initiating or improving your decision-making ability
- Recognizing and implementing new alternative actions to arrive at a sustainable self-learning concept.

In the coaching I will also adequately deal with the complexity of your life and experience and guide you from a linear to a networked way of thinking and acting. It will always be about identifying and expanding the degrees of freedom for your personal behaviour within a “reference context”. As your coach, I will help you better recognize and use your own opportunities. Your coaching will be holistic-systemic, target- and reflection-oriented. As your coach, I will be your sparring and clarification partner promoting responsibility, awareness, self-reflection and self-motivation in order to stabilize your self-management as a responsible individual. You as the client / coachee will decide on your own if you want to have a coaching, when it is to take place and which topics are to be dealt with. The coaching itself will be purely based on scientifically verifiable models and methods, e.g. the St. Gallen Management Model, and follow a clearly structured process initiating creativity and awareness. I regard coaching as a very confidential activity. The responsibility for the process lies with me, your **Systemic Management Coach**, while you will be responsible for the results. You yourself will identify the change requirements and be able to implement them also in different contexts. So you will soon achieve independence from me as your coach.

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### **Operational areas**

When and where does Coaching make sense?

- Executive development
- New or changed leadership responsibility
- Conflicts (personal conflicts or conflicts between individuals, teams and organizations)
- Improvement of communication (between individuals, teams, customers and organizations)
- Reflection (individuals and teams)
- Constructive analysis of appearance to/effect on others (coach as sparring partner)
- Organizational restructuring (new legal form, merger, sale)
- Changed production processes, new products, new technologies
- Assistance with restructuring processes
- Development and introduction of a new corporate vision and mission
- Promotion, job change, transfer, termination
- Career reorientation
- Career planning
- Preparation for retirement
- With symptoms of stress, overwork, loss of sense and motivation
- Decision-making in personal development
- etc.

### **Coaching Process**

A clear and transparent coaching process

#### **0. Contact and contract** (prior to the actual coaching)

- Introductions and expectations (e.g. brief CV, values and norms)
- Outline topic and desired change
- Agree on coaching process and responsibilities (contract)

#### **1. Definition of topic and goals** (part of the actual coaching)

- “As is” situation: write down topic and visualize it systemically
- Define goals and systemic features of goal achievement (“should be” situation)

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### **2. Identification of resources** (part of the actual coaching)

- Establish motives, needs, values, feelings in context
- Identify previous analysis and problem-solving approaches within the topical context as well as knowledge of the industry, functional knowledge, abilities and skills

### **3 Development and selection of behavioural options** (part of the actual coaching)

- Initiate self-learning concept
- Analyze potential problems
- Save coachee's self-learning concept

### **4. Controlling and conclusion** (after the actual coaching)

- Assess motives and values in accordance with goals
- Update and adjust resources
- Determine behavioural sustainability

## **Contact**

Experience has shown that an extensive conversation on the phone is the ideal way to get together. I will introduce myself to you and you may ask questions about myself, my approach and know-how and decide if they suit you. Then you should decide about a coaching.

In-between and after the coaching sessions

After every coaching session there is the possibility of fix cost-free follow-up appointments on the phone (approx. 15 minutes each). A coaching and subsequent support will only end when the defined coaching goal is achieved or abandoned by the coachee. During this period and also after the coaching is finished you may, of course, contact me by phone or e-mail at any time.

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### **Duration of coaching**

As a coach, I will be available for you all day or half a day – my approach is systemic and structured and the outcome is measurable for you (agreed goals and results). Experience has shown that a systemic, topic-focused coaching, as a rule, does not exceed three full-day sessions or six half-day sessions.

### **Benefits from Coaching**

Why do you profit from Coaching?

The prime benefit of coaching is that the 3 central goals are achieved:

- Increase self-perception.
- Develop and implement alternative actions.
- Initiate/Enable decision-making ability.
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Your benefit as a client / coachee

- You will enhance your competence and your acceptance as a leader
- You will resolve conflicts self-confidently and sustainably
- You will strengthen your potential and ensure your professional competence
- You will understand change and use it as an opportunity
- You will make intelligent decisions more quickly
- You will make your cooperation more effective
- You will use your strengths and gain effective optional actions to reliably achieve your goals
- You will gain new energy and satisfaction
- You will use the experience gained in the coaching for effective self-management
- You will learn about yourself and how you appear to others

Your benefit as an organization

- Coaching, unlike training, is definitely more target-oriented and tailored to the person, the topic and the context. Consequently, considerably less time is required while effectiveness, quality and sustainability are measurably higher.
- Thanks to the professional support provided by an external coach, the client /coachee is more open-minded which paves the ground for sustainable change.
- Synergies develop which may affect the client's / coachee's direct environment or even the entire organization.
- In particular, executive coaching offers the opportunity to question the organizational culture in a targeted way and develop it, as required.
- Finally, the insights gained and better self-management ability help prevent burnout.

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### **The quality of Coaching**

How do you recognize the quality in coaching?

There are no legal regulations for coaching. Anybody can call himself a coach and, in practice, you will find many different kinds of coaches. Ranging from the star or tarot coach to the Systemic Management Coach SMC® of the Hamburger Schule, the coaching market is characterized by considerable differences in terms of quality and reliability. But how does professional coaching look like and how do you recognize high quality?

Some characteristics of professional coaching:

- Coaching DOES NOT mean counselling. A good coach is no (life) counsellor who, based on his/her own experience, coaches the coachee towards awareness or gives advice.
- A coach offers reflections based on scientifically verifiable methods and models.
- A coach's approach is transparent and structured and follows a strict pattern which is announced to the coachee prior to the coaching.
- A coach's way of speaking and acting is definitely different from therapy, supervision, mediation, Neurolinguistic Programming (NLP) or other methods.
- A good coach lives constructivism, i.e. s/he understands that humans have their own individual perception of reality and, hence, have to develop their own individual solutions and strategies.
- A coach does not belong to a sect and is nobody's confidential informant.
- Coaching is a temporary activity. The coach must work in a way that, pretty soon, s/he is no longer needed.
- The coach asks the coachee to rate the quality of the outcome.
- The coachee assesses the efficiency and success of the service provided as well as its economic efficiency or cost-benefit-ratio.

Please inform yourself about your coach's concept and approach prior to any coaching.

As a qualified Systemic Management Coach SMC® I, Heiko Brix, strictly comply with the directives and axioms of the Neue Hamburger Schule.

## **Confidentiality**

...a basic requirement

Confidentiality is a basic requirement for any coaching and is involved in every single element, from the first contact to the follow-up of the coaching. As a professional coach I assure you that I will maintain absolute confidentiality and secrecy toward third parties; this also applies if I am directly or indirectly commissioned and paid by your organization.

In my understanding, confidentiality also includes neutral communication in writing, a neutral place and a neutral invoice, if requested.

Feel free to contact me and convince yourself.

## **BRIX – COACHING & TRAINING**

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