

Andrew  Hughes

*Energise  
Engage  
Evolve*

# EXECUTIVE COACHING

Inspiring coaching to  
unlock your potential  
and improve business  
performance

[andrewhughes.com](http://andrewhughes.com)



When it comes to maximising your leadership and personal effectiveness, is there a magic formula? Why isn't it the same for everyone? Would you like to discover your unique road map for maximising your performance, impact and satisfaction? Would you like to know where you're blind sided and how to unlock your hidden potential?

Understanding personality, yours and others, is the secret ingredient to becoming the powerful influencer, decisive decision maker and empowering leader all businesses long to have. Understanding the difference between 'red', 'green' and 'blue' behaviours or tagging particular behaviours as either above or below "the line" can be useful, but it's only a beginning.



***Until you make the  
unconscious conscious,  
it will direct your life  
and you will call it fate.***

**- C.G. Jung**

In an Executive Coaching program with Andrew Hughes you'll discover, perhaps for the first time, how and why it is you feel compelled to behave the way you do. You'll begin to understand that your behaviours are predictable by reason of the nature and underlying structure of your personality. You'll become aware of the warning signs that you're becoming reactive to psychological stimuli and learn how to break that cycle. You'll identify your self created road blocks, discover how you're really perceived by others, and change your habits (the biggest obstacles to your success).

An important part of an Executive Coaching Program with Andrew Hughes is developing a deeper understanding of the strengths and attributes that are unique to you and your leadership style. These self aspects can be beneath conscious awareness and often misunderstood or maligned. You'll discover how to effectively access and use them, turning your "Achilles heel" into your strongest asset. You'll also change the way you assess and relate to others, an inevitable and powerful byproduct of your professional and psychological evolution.

You'll work with Andrew to bring these insights to your specific role and business needs, implementing changes and practices that will improve your results, whether through better conversations, relationships, improved focus, accountability or team work, just to name a few areas of impact.



# IDENTIFY THE WHY AND YOU UNLOCK THE HOW

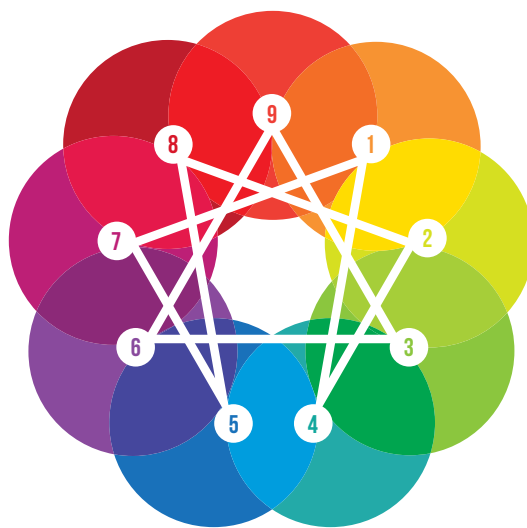
Leaders set the tone for organisations and the limits of their success through how they relate to themselves and others. Those habits of relating are determined by the weight of their opinions and attitudes, all of which are underscored and predicted by their personality style. To ignore personality in leadership, team work, coaching or training is to ignore the elephants in the room.

Central to our successful coaching programs is the use of the Enneagram as a tool to understand the structure, strengths, weaknesses, blind spots and development potential specific to your personality style.

## A road map to understand people

The Enneagram is much more than a personality typology. It's a profound map that illustrates the nine different archetypes of the human personality. Emotional Intelligence (EQ) is an essential attribute for any leader, critical to influence and long-term success and the Enneagram is the most practical and powerful system available for increasing emotional intelligence. It provides profound insights that can be used for both professional and personal development.

Not only is the Enneagram extremely accurate in its descriptions of how each personality style feels, thinks and behaves, it also explains the underlying drives and motivations for these patterns. It will allow you to gain laser like insight into the motivational core of your behaviours, both good and bad. Once revealed and brought into conscious awareness, those motivations and habits can be addressed with accelerated change techniques, bringing about immediate and positive changes in perspective and behaviour. As leaders learn



more about themselves, they develop greater awareness of the behavioural triggers and coping strategies of the people around them. This insight changes the nature of their relationships and so by modifying their behaviour accordingly they are seen as proactive, focused and empathetic.

## Empowering Change

Fundamentally, the Enneagram leads clients to move from blaming others or circumstances for their problems and difficulties to taking full personal responsibility for the consequences of their actions. As such, the Enneagram provides the ideal backdrop for coach and client alike, providing detailed insight into behaviours (theirs and others') in the context of business or organisational challenges.







## CASE STUDIES

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### ***STUDY 1: CEO, Manufacturing Company, Hunter Region***

The CEO was a hard worker with a great record in getting results but had hit a wall. He was aggressive to Board members, experienced tense relationships with senior staff, had a strong sense of entitlement, lacked emotional maturity and 'played favourites' with support staff.

The CEO was initially a reluctant participant in the program but revealed experiencing significant levels of anger, resentment and stress. His mind was "constantly racing" having a significant adverse impact on his personal life.

During the coaching program the CEO discovered the unconscious triggers for his ineffective and aggressive behaviours, including decades of self sabotage. He developed a significant life purpose that aligned with unconscious values and his CEO role and grew into his own leadership style, becoming a more effective and authentic leader. His organisation wide relationships changed for the better, his health improved and he was able to manage stress and anxiety effectively. As a consequence both profitability and staff morale improved.

### ***STUDY 2: Executive for a large Sydney-based Council***

Fiona was obsessed with detail and frustrated with her team's inability to bring the necessary insight and problem-solving ability to their duties. She was consequently prone to micromanaging, giving excessive instructions and directions to her team and was constantly overwhelmed. Through coaching Fiona was able to address underlying trust and control triggers, set clear and inclusive expectations at the outset of projects and hold people to account while simultaneously empowering her staff. This more balanced approach resulted in a significant improvement in her own performance and that of her team against their KPIs. Shortly after she was targeted for a much larger role.



### **STUDY 3: Senior Executive of an international organisation in the mining industry**



A senior executive of an international organisation involved in the mining industry, Roger was struggling with a change in his role and also with a staff member whom he perceived constantly challenged his authority. The Board provided unfavourable feedback on Roger's performance. Through coaching focused on Roger's personality style, the assumptions he'd made regarding his role and patterns of behaviour that were no longer effective at senior levels, he worked to develop his emotional intelligence and manage the ineffective triggers that were at the core of the poor working relationship with his staff member. As a result, Roger became more approachable, more respectful and far more effective in his role. Quite quickly the issue with his staff member dissipated and he found that he had more influence across the business and with the Board.

## **COACHING TECHNIQUES**

The coaching programs use Andrew Hughes' expertise developed as a Clinical Practitioner of NLP and other tools grounded in Humanistic and Cognitive Psychology to produce rapid and fundamental change in outlook and behaviours. When combined with the Enneagram these techniques allow the client to become aware of the causes of ineffective and disempowering patterns before making rapid shifts in perspective. These shifts can go to the very core of personality and enable the client to begin bringing their key strengths of their personality type to conscious awareness and their leadership abilities.



*At the time I engaged Andrew I was really being challenged in my business. Stress was having a big impact on me and those around me. After seeing Andrew I immediately felt like I had a clear path to get things back on track. He helped me change my perspective and understand my strong leadership style (on the Enneagram scale, I'm an Eight) including where it was letting me down. I learned to be aware of my derailers and play to my strengths. With Andrew's help, I restructured my business and I adopted a fresh approach to managing my staff. Things began to turn around very quickly. I'm enjoying being in my business again. We're very busy and my team is performing brilliantly. I've managed to get some time to myself and I'm excited about the future and the new experiences it will bring. Andrew has helped me on so many levels.*

**Nat Perkins**

- Business Owner, Florist Industry



# TECHNIQUES USED

**LINGUISTIC PATTERNS:** Insights into perspective, motivation and blind spots are obtained through understanding language patterns. Using tools such as the Meta Model, Hierarchy of Ideas, the Milton Model and Cartesian logic, clients are made aware of and then challenged to face their underlying assumptions, beliefs and perspectives at the core of their behaviours.

**PARTS INTEGRATION:** This is a process to collapse internal conflicts that are in the way of development and leadership effectiveness. For example, a Three who has a laser focus on goals and achievement may be burning themselves out or destroying relationships through their competitiveness. However, they may experience strong resistance to change because they perceive they will be worthless if they slow down. A parts integration would allow this conflict to be resolved and a more effective strategy to be developed.

**EMOTIONAL RELEASE:** As the Enneagram makes clear, all personality strategies have an emotional beginning, articulated in the Enneagram through concepts such as the Basic Fear, Basic Desire, Passion and Fixation. While awareness of these concepts is helpful, emotionally triggered patterns

can be released rapidly through visualisation and body awareness. For example, a Five who is detached and aloof may discover they have distanced themselves from their feelings and body awareness due to an emotionally painful interaction in the past. By releasing the emotional distress from that memory, other memories based on it (in the gestalt) would also change. A new strategy can then be developed that allows a Five to effectively engage with others and increase and trust their body awareness.

**HEART COHERENCE:** While it is widely understood that brain coherence is correlated with high performance and enhanced leadership capabilities, what has only recently been discovered is that heart coherence is the major contributor to brain coherence. That is, the electromagnetic signals sent from the heart to the brain are overwhelmingly responsible for bringing the brain into balance and creating the flow states associated with high performance. The most recent research on insight has revealed it comes in the form of gamma frequency brain activity, again triggered by a conscious hearty awareness process.

These techniques underpin the shift in perspective, consequent development of strategies and actions agreed with the client to improve performance, improve relationships, resolve conflict and achieve agreed outcomes.

- 1. COLLECTING.** The gathering of relevant data to support the coaching process.
- 2. COMMUNICATING.** Distilling information so that it can be effectively used by the client, sharing themes and insights.
- 3. CHALLENGING.** Getting the client's attention and to really take stock of their behaviours. Do they really want to change?
- 4. CHANGING.** This is always up to the client but all are given the opportunity to experience real and accelerated change, as well as a road map for sustained personal success.





# AREAS FOR COACHING FOCUS

**LEADERSHIP STYLE** - Every personality style has a specific way of approaching and viewing their leadership role. Clients are coached toward the underlying strengths of their personality style balanced with understanding of their blind spots and impact on others. For example, a 'One' leader who has exceedingly high standards and searches for perfection is coached to be more relaxed, less self-critical and to appreciate when good is enough, rather than focusing on flaws and mistakes. This typically has a huge positive impact on their influence and resilience.

**TEAM DEVELOPMENT** - Not all leaders are great or even good at building teams. Some prefer not to be in a team, let alone leading one. For example, Fives generally prefer to be independent, whereas teams are interdependent by definition. Where high levels of autonomy amongst team members is not useful, Fives must learn to deal with emotions that, rightly or wrongly, are part of the workplace. They also have to share more information, get over their resistance to collaboration and communicate a lot more than they do.

**DEALING WITH CONFLICT** - All work places have conflict and good leaders are able to manage it without reacting to unconscious triggers and filters. In this regard a Six is coached to beware of their habit of projecting their fears onto others, seeing hidden motives and plots where there are none. This is particularly the case where Sixes deal with authority and they must learn to be aware of their tendency to overanalyse, get anxious, and either withdraw or react aggressively when they feel pressured. The emotional storm felt by a Six when conflict arises can turn a perceived conflict into a major team issue.

**COMMUNICATION STYLE** - The central tool of every leader is communication and yet the many different approaches to the communication rubric determine the content and impact of what is delivered and what is received. For example, while a Three leader can be excellent at giving clear and honest feedback against goals, their strong preference to ignore feelings (theirs and other's) can result in the other not accepting the information or making any changes. When added to Three's preference to listen in short burst and dismiss others abruptly, the Three's influence in the organisation can be greatly impeded.

**GETTING RESULTS** - There's a number of activities critical to getting results, each style favouring some over others. For example, a Two leader will generally be adept at managing a team, getting the right people in the right places, monitoring and directing as required. However, they are likely to have trouble with giving direct feedback and holding others to account. They often become over-extended, unable to speak up for their own needs. In contrast an Eight can exert so much control and give so much forthright feedback that staff become disengaged or learn to be helpless, only doing precisely what they are told. In both situations, the leader is coached accordingly.

Areas of focus may also include building relationships, championing change, decision making, giving feedback and managing stress, amongst others.







*The coaching service you deliver is top of the range. Through my professional sporting career I was fortunate enough to have leadership and mental skills coaching from some of the best in the business. I have gained as much from you as I did from these experts in developing high performance. With your coaching I continue to improve towards being the best person and business leader that I can be.*

**Glenn Bunney**

- Director Environmental Services

## ABOUT ANDREW

Andrew has been coaching on a professional basis since 2008, drawing on his experience as an executive in high pressure environments and building his coaching skill over the last decade through many coaching, personal development and leadership programs and certifications.

Andrew's core expertise is in the patterns of human behaviour, interaction and assisting clients to uncover their path to emotional balance and power. As a Clinical Practitioner of NLP working with a range of emotional, mental and professional issues, Andrew has a refined understanding of human behaviour, including key motivators and negative triggers. Combining this with his firsthand experience of leadership in large and small organisations, Andrew incorporates cutting-edge accelerated change techniques that utilise the latest discoveries in neuroscience and human behaviour.

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*Working with Andrew on an individual basis, he takes you on an unexpected journey. Lose your preconceived ideas of one-on-one coaching and you will find yourself with the best outcome. My whole approach to looking at challenges and focusing my energy has changed. Many changes have occurred since working with Andrew and the positive surprises just keep coming my way.*

**Sally Royal** - Senior Executive,  
Hunter Water Corporation