

Memo

Date: May 2016

To: To whom it may concern
Subject: Self-conception as Executive Coach
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This document summarises my self-conception as Executive Coach and Management Consultant.

Normative references:

During my qualification as a coach at Führungsakademie Baden-Württemberg (09/2009 - 01/2011) I had a very distinctive positioning process regarding the normative fundamentals of systemic coaching. It was the challenging contact with Mrs. Dr. Berninger-Schäfer which influenced my self-conception as a coach in a sustainable and enduring way.

In addition I am referencing to the occupational profile of the DBVC - German Federal Association of Executive Coaching and to its definition of coaching (<http://www.dbvc.de/en/der-verband/ueberuns/definition-coaching.html>).

These two references are in line with each other and, without further quotations or explanations, are declared as the fundamentals of my professional activities as an Executive Coach.

With my own words, for me coaching is:

- 1) A counselling process for persons in management functions

The professional life of managers is characterised by an increasing experience of subjective pressure. Requirements with respect to technical and managerial expertise and timeliness are extensive and concurrent. Subsequently, the effects on private life are considerable – and in many cases not less demanding. Those who learn fast to do the right things are able to develop and to establish a work-life-balance. Those who miss to turn the corner risk to get into serious trouble. As a sparring partner and companion a coach is assisting his client to gain distance to him-/herself. By assuming different and new perspectives the client is enabled to maintain an overview, recognise the context, set priorities and thus pursue a positive development path. Helping the client to change perspectives while coping with the challenges leads to re-establishing or extending his/her problem-solving capacity.

The coach's methodology ensures problem-solving by initially defining the goals and objectives and avoids the common mistake of conceding to one's own preferred accustomed solutions rather than considering new, different and more suitable ways.

- 2) A development instrument

The statements under 1. could lead to the assumption that coaching is to do with helping managers in distress. This is definitely not intended. Coaching is a very strong instrument in personnel development.

This is highlighted by four principles:

- *Resource orientation*: Mobilising of known and recognition of unnoticed or new sources of energy; do not reinvent all; networking

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- *Goal orientation*: The solution is generated via the goal. Management competence heavily depends on this discipline.
- *Solution orientation*: Success is achieved through chances and future orientation, not through the pleasure of solving the imponderables of the past.
- *Centering on persons*: Coaching is to be tailored to the client; the effectiveness will be extremely high if the client opens from the inside the door leading to change.

3) No program

Coaching is about appreciating the client, respecting and above all getting access to him/her. This is the precondition to get in contact with what is really needed. Coaching is not acting out one's intervention methodology.

4) Can be combined

Coaching is committed to solution orientation and can be enriched by consulting-, training- or mentoring-elements. In this context it is important to be extensively familiar with the individual elements and to be able to apply them in a goal-oriented way. It has to be ensured that the client achieves competence to master his/her challenges on his own and not to get in dependence of a coach.

Coach, Manager and Management Consultant:

The normative fundamentals offer to the single coach enough freedom and flexibility to develop an individual and client focussed coaching style.

Since the age of 18 I have always been effective as a manager responsible for a group of people and their results. The first years in the German Navy (12 years of service as a naval officer) very early sharpened the consciousness for both the technical and managerial aspects of the function. This has been supported by a strong systemic orientation as a crew member of a highly complicated technical system in difficult and even dangerous operational conditions.

Based on these experiences the civil functions I assumed from 1994 on were a changeful and sometimes even a painful vocational foundation in a competitive world, in which sustainability and system orientation often did not get due attention and significance.

Today, as a coach being intrinsically tied to my past, I perceive myself also as a manager being in charge and bearing responsibility. It is my business mission to enable management and executive individuals, with all their legitimate needs, to find their right place in a bigger whole and to contribute to a balance that ensures the required space for both, meaning that there are development paths based on mutually rewarding feedback processes.

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Malik Master of Management:

An essential resource serving my business mission as a coach and management consultant has been my managerial formation at Malik Management Zentrum St. Gallen which I could successfully complete during the period 2009 to 2011 with a degree Master of Management

(<http://www.malik-management.com/en/malik-approach>).

For me, this formation was the very personal professionalization of management competence, and it initiated a deployment of insight that went far beyond what can be achieved by routine professional development.



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