

PROFILE INFORMATION



Name: Dr Caren Scheepers
Director Irodo Consulting
Assessment; Individual and Team Coaching

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Coaching Experience: 7 Years

Current coaching practice: Director Irodo Consulting (Industrial Relations and Organisational Development Organisation) www.irodo.com and at Optimum Care Wellness Centre www.optimumcare.co.za

Business Experience: 20 Years: Leadership and Culture transformational change, comprising of internal management consultant in public service (1 year); financial services (8 years), senior consultant at international consulting firm (4 years) and part – time lecturer on MBA and executive education programmes; director of Irodo Consulting and executive coach (7 years).

Expertise: Transformational Coaching: individual and team coaching.

Client Details and Testimonies for Executive Coaching:

“May God grant you more knowledge to share in building future leaders Ke a leboga.” **Veronica Motloutsi**

“Thank you very much for an informative and enlightening experience.” **Reza Motani**

“I really appreciate all your words of wisdom and all your help and support during this year.” ;

“The client you coached is truly transformed. He is like a new man, after only six months!” **Danniela Chromy**

“Amazing coaching experience.” **Mpule Ditirwa**

“The coaching experience saved me from a disaster” **John Arneson**

“Caren’s coaching proved to be transformational!” **Mohammed Rehab El Zeiny**

APPROPRIATE LEVEL OF COACHING EXPERIENCE

Number of hours coaching delivered

1 800 Hours over the past 7 years (Individual and team coaching).

Kinds of issues I have coached individuals on?

- Executive Coaching for alignment to organisational culture and fulfilling work role; especially dealing with organisational politics and transitioning to higher level of management.
- Executive Coaching for Work / Life Balance.
- Feedback Coaching for the Centre for Creative Leadership Executive Development Programmes in Africa (Cairo, Namibia, Botswana, Ghana).
- Team coaching to resolve conflict between individuals and groupings within the team.

Level of seniority I worked at

- CEOs, and Exco Members
- GM's
- Senior Leaders
- Heads of Departments
- Middle Managers

Organisations have you worked with, level and capacity

- PPC: GM level (EQ coaching for head of factories and heads of departments).
- Murray and Roberts (EQ coaching Exco members of project)
- Barloworld Logistics (Executives; Senior and Middle Managers, Specialists)
- Toyota SA (Senior Managers)
- FNB (Senior Managers)
- SAQA (Exco Team coaching)
- Gi – De (Exco Team coaching)
- ElyLilly (Exco Team coaching)
- Sanlam (Business unit Exco individual and team coaching)
- Exxaro (Business Unit Exco, individual and team EQ coaching)

RELEVANT BUSINESS/INDUSTRY EXPERIENCE

I have extensive experience and expertise in executive coaching:

From abbreviated CV:

“Caren is a management consultant who has worked in various environments to gain experience in Assessments, Leadership, Team and Organizational development. The financial sector, e-commerce start-ups and international consulting environments across industries, have allowed her to pursue her interest in improving performance of individuals, teams and organizations.

Caren's passion for people development has encouraged her to pursue studies and a career in the field of psychology, management consulting and executive coaching.”

Caren lectures on the Masters in Management Coaching at University Stellenbosch. Her subject is “Cognitive and Behavioural Coaching” On Company Specific Programmes her subject is Leadership and Change Management, Human Resources practices, Personal Mastery, Emotional Intelligence. She also lectures on the MBA at GIBS (University Pretoria's Business School). Her subject is Organisational Development and Transformation.

She has published on the triadic relationship between the coach, coachee and organization. See attached "Five Coaching Hazards" published in HR Future February edition 2010. She regularly publishes in popular women magazines such as Cosmopolitan and SARIE.

She has written various case studies on Leadership for the relevant Business Schools.

REFERENCES

- Sabine Witasek: Ellerines (been at FNB) 083 462 6124
- Gerhard Botha: Toyota 082 901 7760
- Tiaan van der Bank: Barloworld Logistics: 082 807 5486
- Victor Booysen: SAQA: 082 569 4963

BREADTH OF TOOLS, TECHNIQUES AND MODELS

I role model work life balance:

(From my attached summary CV: "Caren also holds certificates in Wine tasting and enjoys hiking (Kilimanjaro summit: peak experience), marathon running, art, scuba diving, cycling, 4 x 4'ing, traveling, parenting, charity and missionary projects".

Caren is also an entrepreneur and manages a Wellness Center, called Optimum Care (www.optimumcare.co.za) where she collaborates with a homeopath, chiropractor, physiotherapist, dentist and stretch therapist to provide a holistic approach to wellness.

She focuses her executive coaching on strategic, emotional, political and values intelligence. She is also a registered Chata Romano Color consultant and coach clients on personal branding and image.

My approach:

The coaching process is designed to enable personal growth and development through self-awareness. With growing insight and self awareness, decisions and responses will become less habitual and will be driven more from conscious choice. As such, the results of the coaching process have a direct bearing on how individuals experience and manage the challenges they face at work. Leaders need to gain skills in addressing difficult situations in an appropriate manner. **When triggered** a person needs to retain his/her composure of being appropriately assertive in stead of being aggressive or passive aggressive. This in turn will have a positive impact on their team's effectiveness. Although **knowledge, skill and self – awareness** each as a facet of leadership is valuable, true competence lies in the relationship between all three. Combining self awareness with knowledge and skill, enable individual effectiveness to grow and develop over time. The coaching process could form a bridge between learning gained through formal studies or the training material that we provide and the practical implementation at the work place.

The leadership coaching process' objective is thus empowerment of the coachee or protégé. Internalizing the coaching role as an internal voice in the protégé, enables sustainable growth for the individual and ultimately other complex systems - relationships and organisations.

I providing a safe space for incumbents to learn and manage implicit strategic and tactic tensions. The demands on the leader can be so intense that only a confidante **outside the career progression, politics and dynamics of the organisation** can provide the objective support necessary in times of severe change and transition.

My Process:

Phase one:

Assessment and orientation:

- Set clear objectives for the leadership coaching, this provides structure and a feedback process.
- Compile a profile to reveal specific development areas (e.g. independence or assertiveness – emotional intelligence dimensions), which could provide objectives for the coaching process.
- Review assessments that were administered, such as the Bar – On Emotional Intelligence Inventory; 360 Leadership Assessment and or MBTI (Myers – Briggs Type inventory), OPQ Assessment depending on the need of the protégé. Integrate information into a detailed development plan.

Phase two:

Coaching sessions: There are various models, depending on the need of the coachee. I usually work with a two hour session once a month for four months.

Phase three:

Review progress after usually 4 sessions. Mentor/ Coach and Protégé give feedback and clarify expectations. I usually provide feedback to the organisation where we have a meeting with the Manager to keep him/ her updated, **should it be required**. After review we could contract for another 4 sessions, if required.

Assessments I use in your coaching methodology and for what purpose

- **360 Degree Assessment Instruments**
 - 360 Sigma Radius Leadership Competency Assessment.
 - 360 Degree Benchmarks (Leadership Competency Framework) and feedback to inform Individual Coach Plans for the development of executive competences against custom designed competence frameworks. (Centre for Creative Leadership, USA).
 - 360 Degree BarOn Emotional Intelligence Assessment of up to 50 observers (JvR and Partners).
- **Psychometric Assessment Batteries**
 - MBTI – Myers Briggs Personality Preferences. (JvR and Partners).
 - MBTI – Step II or advanced MBTI (JvR and Partners).
 - Ned Hermann Brain Profile (HBDI).
 - BarOn EQI – Emotional Intelligence. (JvR and Partners).
 - CPA – Career Path Appreciation (BIOSS- Brunel Institute Social Sciences).
 - CPP – Cognitive Process Profile. (Magellan Consulting).
 - 360 Conflict Dynamics Profile. (Eckerd College, USA).
 - Change Style Indicator.
 - OPQ – Occupational Personality Questionnaire and Job profile matching tools: Universal Competency Framework of SHL
 - Belbin – Team Role assessment tool
 - Leadership Questionnaire: Self – assessment of leader on life story and themes and typical responses to situations/ triggers.

How will the measures of success be monitored

According to the Resolve process:

All feedback reporting to client stakeholders are authorised by the specific leader where feedback is reported on in individual and or group assignment cases:

- Individual Coach Plans Individual and Composite Feedback Reports and development

themes and patterns.

- Three way conversations with Superiors (with consent of leader).
- Coachee Satisfaction Surveys.
- 360 Degree pre and post assessments on Leadership Alignment with company values.
- 360 Degree pre and post assessments on Leadership Competences Frameworks Assessment.
- Coach Supervision sessions that focuses on the individual leader in the context of his / her role on various organisational sub-systems and overall systemic social dynamics.
- Composite Psychometric Assessment Reports for groups of executive assignments and organisational feedback through focus groups on observed behaviour change.

UNDERSTANDING OF BOUNDARIES AND APPROACH TO REFERRAL.

Ideal client

- Exco Team Members and Senior Leaders.
- Leaders “hungry” for growth, interested in taking leaps in their development.

Issues I work with

- Executive alignment coaching to ideal culture and towards job objectives.
- Executive personal mastery coaching.

RELEVANT QUALIFICATIONS AND TRAINING

- PhD – Psychology
- Organisational Development certificates
- Advanced certificates in Clinical Hypnosis
- COMENSA Member
- Teaching Practical Management (TPM4 of African Business Schools: Kenia)

MEMBERSHIP OF PROFESSIONAL BODIES

- COMENSA – SA. Ethics, National Conferences and Networking.
- CCL – USA. Practical Application, Continuous Development, and Supervision.
- HPCSA – SA. Registration as a psychologist for accreditation in psychometric assessments controlled by the HPCSA for executive coaching projects and assignments.
- SASCH – South African Society of Clinical Hypnosis.

SUPERVISION

- I receive supervision by the Centre for Creative Leadership, USA and have supervisors in Washington and Brussels and receive supervision and feedback 6 times a year and after each CCL assignment where all coaching sessions are tape recorded for analysis and feedback.
- I provide coaching supervision to colleagues and to students in Masters in Management Coaching

SOME CURRENT CLIENTS

- Medupi Power Station
- PPC
- Barloworld Logistics
- Nampak
- SABMiller
- USB – ED
- GIBS
- CCL