

Debbie Wayth, BA (Hons), MSc (Dist)



Debbie coaches senior teams and individuals through periods of significant change, ambiguity or transition. She works with executive teams to improve their effectiveness, as well as with individuals. She has coached many leaders developing into roles and those leading through significant change. Debbie comes from the world of business having worked primarily in the energy sector in commercial, strategy and leadership roles for BP in the UK, Middle East and the US for over thirteen years. She ran BP's gas business in Sharjah, UAE through a period of significant safety and operational change, and was also head of strategy for BP Solar & Wind based in San Francisco, US.

Debbie has broad experience in business, strategy, change and the global environment which she draws on in her coaching work to support her clients. She understands the complex environment leaders work in today, and the many paradoxes and tensions that leaders hold. She has a passion for diversity, inclusion and belonging work to maximise the experience for all in the workplace, and to unlock potential. She works to help individuals develop awareness of themselves and their impact on others, as well as to develop confidence, presence and positive impact.

Specific experience of coaching

Debbie works independently and is an adjunct at Ashridge Executive Education where she consults, teaches and coaches clients. She has worked with individuals and executive teams across the corporate, public, private equity and social enterprise sectors on major accounts including the UK Civil Service, BP, J&J, NHS, Swarovski, as well as many other clients in FMCG, finance, manufacturing, aviation and the service sector. Recent/current clients include:

- A senior leadership team in the public sector working on defining their common purpose and core values as a team following the coming together of two departments, and in the context of an impending transformation. The work involves recognising and working with patterns that kept things stuck in this team including sensitive issues such as legacy and trust. The work involved a focus on both the self and the system to allow habitualised patterns to be recognised and a shift in the system possible.
- Coaching of a public sector CEO leading through a period of transition for his organisation which has included his own sense-making and reflections on his role as a leader in enabling/disabling the functioning of an effective team and how 'contain' oneself to build the sense of psychological safety for others and trust in each other.
- Executive coaching with a CIO of a FTSE 100 company as the individual transitioned in to a new C-suite role and shifted from being the 'expert' of a function to a more strategic global leader shaping possibilities at an industry level
- An executive leadership team transitioning roles and responsibilities to pull through talent to the executive team and enabling a dialogue to explore priorities and purpose
- In BP Debbie also worked for former CEO providing executive advice as he transitioned in to the role and shaped the priorities of the organisation.

Qualifications

Debbie has a first-class undergraduate degree in Law and Management from Robert Gordon University as well as an MSc from Ashridge in Organisational Consulting graduating with distinction. She is a trained and experienced coach. Debbie is accredited to use a number of psychometrics, including TotalSDI, Human Insights AEM and 360o feedback.

My approach to coaching

In executive coaching, I start where you are. Some leaders come to this work with great clarity as to what they want from the coaching, and others just a nagging doubt that things could be better. Either way, I work with you to unpack what you hope to get from the coaching, and to find aspects that aid greater understanding and insight for what is important to you. I act as a sounding board, thought partner and mirror for you to 'see' your thinking and assumptions, and to experience yourself through me. We will use small-scale experiments that you can do in your role, to test assumptions and impact. I may also recommend reading or references for you to follow up, if of interest. We will regularly check in against progress and I work with you to support reflections.

In team coaching, I work from a dialogic perspective, which means I prioritise the experience of the team. I support the team to identify the specific areas to be worked on, which sets the agenda, boundaries and ownership for our work. This is not a process done 'to' the team, but 'with' the team. Our work is always rooted in the context of your organisation, and will often involve work around the purpose of the team, shared goals and priorities and team dynamic, all of which contribute to raising collective performance. The work can be challenging as it disrupts often embedded patterns of how people show up or interact (power, conflict, trust), and highlights blind-spots and power dynamics.

My work style is pragmatic and approachable, driven by the intent of making a real difference. I work firmly in the reality of your context (individually and organisationally) in a relational style, with candour, positivity and good humour. I use a range of techniques including from a whole self/whole system perspective. I also work with the latest findings in neuroscience that help us better understand our physiological response to stress and change, and where we can shape our 'system' through greater understanding of the role of neurotransmitters and brain states to aid insights, and to impact our inner experience related to motivation, confidence, focus, learning, wellbeing, trust, belonging and empathy.

Testimonial – VP at Swarovski

'I benefitted significantly from my coaching with Debbie - both, professionally but also personally. Debbie has been using a great mixture and sound balance of tools, papers, own experience and coaching techniques to guide me through a tough season of change, a promotion and massive transition of my team/region.

Debbie's ability to balance between asking, telling and challenging has allowed me to further develop my skill set, has led to impactful reflection on business decisions and has supported my judgement in times of complexity, to stay focused on what really matters. She has played a strong role in supporting me to bring the business to the next level, to re-establish growth despite change and at the same time settle strongly in the new leadership role.

It's been a delight to work with Debbie, as I find her to be looking at me in a holistic way and thereby having a genuine interest in my growth and success while offering a very pragmatic yet professional approach.'

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