PAUL BARNARD

Executive Coach | Co-founder, Mission Group

Helping capable leaders uncover what is really holding them back

Most senior leaders don't need more leadership advice. They already know what good leadership looks like. Yet even highly capable leaders get stuck - overthinking, avoiding the conversation, holding on too tightly, doubting themselves, struggling with a relationship or repeating patterns they know are not helping.

Change the cause, not just the symptom.

Paul works beneath the presenting issue to uncover the beliefs, assumptions, stories and patterns keeping it in place.

The goal isn't another tool or technique. It's to understand what's really driving the behaviour - and change it at the source.

ABOUT PAUL

Paul Barnard is an executive and team coach, facilitator and board/NED adviser, and co-founder of Mission Group.

An award-winning practitioner with more than 20 years' experience, Paul has worked with CEOs, board members and senior executives in the UK and internationally, including leaders at Boeing, the Cabinet Office, Fidelity International, ITV, Marks & Spencer, the United Nations and VMware.

A former multinational executive himself, Paul combines a deep understanding of human behaviour with first-hand appreciation of the realities of senior leadership - pressure, complexity, relationships, competing demands and the weight of responsibility that comes with the role.

Paul coaches senior leaders on leadership, team effectiveness, executive presence and communication. His style is thoughtful, challenging and pragmatic. He creates the space for people to think deeply, while keeping the conversation connected to the decisions, relationships and results that matter.

He is a certified practitioner in a range of psychometric and behavioural tools, including Everything DiSC, The Five Behaviours and Herrmann Whole Brain Thinking, using them where they add genuine insight rather than as a predetermined part of every coaching assignment.

Paul holds a First Class Honours degree in Communications and guest lectures at Leeds Business School.

> *"Paul is an exceptional coach. His significant experience operating at senior levels means that he brings real understanding of practical challenges to a deep knowledge of the theory. I have been challenged, enlightened and motivated in equal measure."*
>
> **Jason Wright, Chief Executive, Reserve Forces Y&H**

BENEATH THE SURFACE

The presenting issue is rarely the whole story.

A leader struggling to delegate may already know exactly how to delegate. The more useful question may be why letting go feels difficult.

Someone avoiding conflict may know every technique for having a difficult conversation. What matters more may be the assumptions they carry about disagreement, approval or what being a good leader means.

A leader who repeatedly steps in to rescue their team may believe the problem is other people's capability. Beneath the surface may sit something very different - a belief about their own value, standards or responsibility.

Behaviour is visible. What drives it often isn't.

Paul helps leaders make those hidden patterns visible - uncovering the beliefs, assumptions and stories behind the behaviour, challenging what no longer serves them and turning that insight into different choices.

BENEATH THE SURFACE

Go beneath the behaviour
Changing behaviour matters. But if the same issue keeps returning, there is value in understanding what keeps recreating it.

Rather than simply adding another technique, Paul helps leaders explore what is driving the behaviour in the first place.

Challenge the story
We all carry stories about ourselves - I need to have the answer. I can't let people down. Conflict damages relationships.

Repeated often enough, they can start to feel like facts.

As a Thinking Disruptor, Paul helps leaders spot those stories, challenge the assumptions behind them and decide which still deserve to be believed.

Coach the whole person
Leadership is shaped by more than the job. Experience, relationships, values and the stories we carry all affect how we show up.

Paul works with the whole person, while staying firmly grounded in the realities of leadership.

Make insight useful
Insight matters when it changes something.

Paul connects deeper understanding to the real work of leadership - the conversation, decision, relationship or behaviour that needs to shift.

The goal is change that lasts.

"Paul is sharp, strategic and insightful. He is also diplomatic and kind. His approach to coaching will change how you think for the better."

Molly Hodson, UK Director, International Justice Mission

WHAT CLIENTS SAY

"Paul is without a doubt the best coach I have worked with. He manages to effortlessly combine creativity, insight and leadership - and is a damn good guy into the bargain."

Ben Hovanessian, Global Brand Director

"Paul is one of the most skilled coaches and facilitators I have seen. The session with Paul was the most enjoyable and enlightening leadership session I have been on. I learnt a lot from Paul and hope to work with him again."

Richard Pedley, Fidelity International

"Mission Group provided training to my rapidly growing design team. We found the sessions to be hugely enjoyable and insightful. We grew as a team - and the training was a catalyst for significant progress. I continue to reflect on the insights gained."

David Burdon, Creative Director, Apple

MISSION GROUP

Paul co-founded Mission Group, an international coaching, leadership and team-development practice. Mission works with leaders and leadership teams to strengthen the human dynamics that ultimately determine performance - how people think, communicate, challenge, make decisions and work together.

Its work spans executive coaching, team development, facilitation and leadership development for corporate, public and not-for-profit organisations in the UK and internationally. At the heart of Mission's work is a simple belief: Relationships deliver results.

Selected organisations

International reach

IT STARTS WITH A CONVERSATION

A first conversation with Paul is a confidential opportunity to explore the situation, what you would like to change and whether working together feels right.

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