

Executive Coaching: Rapid, Breakthrough Results In Three Arenas

Our Perspective

Coaching produces the most value to the executive and the organization when its focus is to enhance high-performance and impact on business results.

Objectives

We help the executive achieve rapid, breakthrough results in three arenas:

1. Individual Performance
World Class executives focus on individual behaviors such as:
 - Strategy formulation & execution.
 - Collaborating and exercising influence
 - Balancing strategic and tactical demands
 - Managing talent
 - Building personal resilience
2. Team Leadership
Successful executives leverage their team through behaviors such as:
 - Communicating strategy
 - Fostering inquiry & innovation
 - Empowering & coaching
 - Leading change
3. Business Results
Executives who consistently deliver business results focus on:
 - Tracking leading indicators
 - Accountability
 - Anticipating market trends
 - Rapidly responding to challenges & opportunities

Framework

Research has found that one simple, provocative framework is the most reliable and powerful way to drive sustained change. It consists of four critical questions:

1. What do you want?
2. What are you doing now?
3. How is it working?
4. What is your plan?

Using this framework we facilitate the executive's analysis of performance in each of the three target arenas. Through skillful discussion the executive identifies and focuses on the key challenges to optimum performance.

Next a specific, realistic plan to rapidly move forward is developed. Including:

- Behaviors to immediately enhance performance
- Tactics to improve fit with the organization's culture
- Relationship building with key stakeholders
- Targeted measurable results
- Obtaining and responding to reliable feedback

Process

Effective coaching is a short-term process building the executive's competence, confidence and contribution. Our typical coaching assignment is from 8 – 12 sessions.

The assignment begins with a review of existing 360⁰ feedback or brief interviews of key colleagues, direct reports and clients as appropriate. The initial session with the executive establishes the goals, coaching agreement and initial action plan. Following this, sessions are typically held every two weeks. After the first few sessions, the executive may benefit from the coach observing performance (e.g. staff meetings, town hall meetings, client forums).

The process ensures achieving goals in the three arenas and the executive's disciplined, independent use of the framework.

Benefits of Our Approach

Our clients have realized the following benefits from our coaching process:

- Balanced improvement across all three performance arenas
- Enhanced contribution to business performance
- Alignment with the strategies, values, and styles of key stakeholders
- On-going, disciplined use of the framework to continually improve performance