

## Executive Coaching

### *Improving Professional Performance and Career Development*



"No matter how much the world has changed, people on the job still need some mentoring, some monitoring, and some meaningful interaction. If workers can't get that in-house, they're likely to outsource it."

Fortune Magazine  
February 21, 2000

Today, executives are increasingly forced to become more versatile in their skill sets and management styles. Current trends in management and employee development, the need to gain competitive advantage through human capital, the globalization of business and increasing importance on teams and cross-cultural collaboration are the main reasons for this focus.

Executive coaching is a method for enhancing the effectiveness of individuals at all levels of organization management. Coaching can be defined as a professional relationship in which the coach works with the client to help him or her develop a greater understanding of strengths and development needs and to then create, implement, and refine strategies for using this knowledge to become more effective and successful.

### Executive Coaching Overview

Executive coaching should be aligned with other training and development programs in support of business goals. In order for coaching to be most effective, it should be framed positively as an investment in the client's future rather than as a remedial exercise. There should also be an open and well-functioning four-way relationship between the coach, the client, his or her manager, and Human Resources.

The Executive Coaching process will help the client develop a better understanding of strengths and developmental needs.

The client in turn should use this understanding to create, implement and refine strategies for improved performance.

### Executive Coaching Process

Before the coaching process even begins, there are several steps that are taken. First, there is a meeting with the coach and the client's manager and/or a key contact within Human Resources. Next is a meeting with the coach and client, where the coach explains his/her approach to coaching and their role as a supportive and neutral outsider.

A consensus must also be developed between the manager, client and coach on the goals and logistics of the coaching engagement before the actual coaching process can begin. Finally, the distribution of assessment surveys and/or scheduling of assessment interviews must take place.

Once all of this preparation is completed, the Executive Coaching is set to begin.

The process is:

#### 1. Assessing the Client:

- Interviews by coach of client's supervisor, peers and subordinates 360 degree feedback
- Exploration by client and coach of career history, work preferences, role challenges and opportunities, sources of conflict and stress, and professional goals
- 360 degree feedback
- Personality or style assessments

#### 2. Development Planning: After condensing the assessment to 3-5 key themes, client and coach collaboratively develop:

- Plans for leveraging strengths or remedying development needs
- Performance goals
- Learning goals
- Managerial style goals
- Career goals

#### 3. Implementing the Plan: After appropriate sharing with others of the development plan:

- Client implements strategies and tactics specified in the development plan
- Client and coach discuss progress on an ongoing basis

**“It boils down to caring. Coaching is invaluable. It points out things people would not notice themselves and plays a big role in shaping behavior.”**

**Charles Barrentine**  
**Vice President**  
**Eastman Kodak**  
**Company**  
*(Business Week Online, 11/12/02)*

4. **Evaluating Progress:** Client and coach evaluate the success of the implementation by using:
  - 360 degree feedback
  - Meeting with manager
  - Follow-up discussions with peers and subordinates
5. **Following Up:**
  - Client and coach can reconvene after 3-6 months to evaluate progress
  - Additional input can be gathered from others if necessary
  - Development plan can be modified given emerging challenges

#### **Benefits of using Select**

Select International is unique in its' approach to Executive Coaching. It combines Ph.D. level coaches with industry-leading assessment technology. Our approach focuses on collecting extensive amounts of data up front to truly understand the situation we are entering into, and then providing psychometric feedback to the client so they can identify development needs.

The result is a more productive work environment and a more focused and employee-centric leadership team driving your organizational goals.

#### **Coaching Flow**

