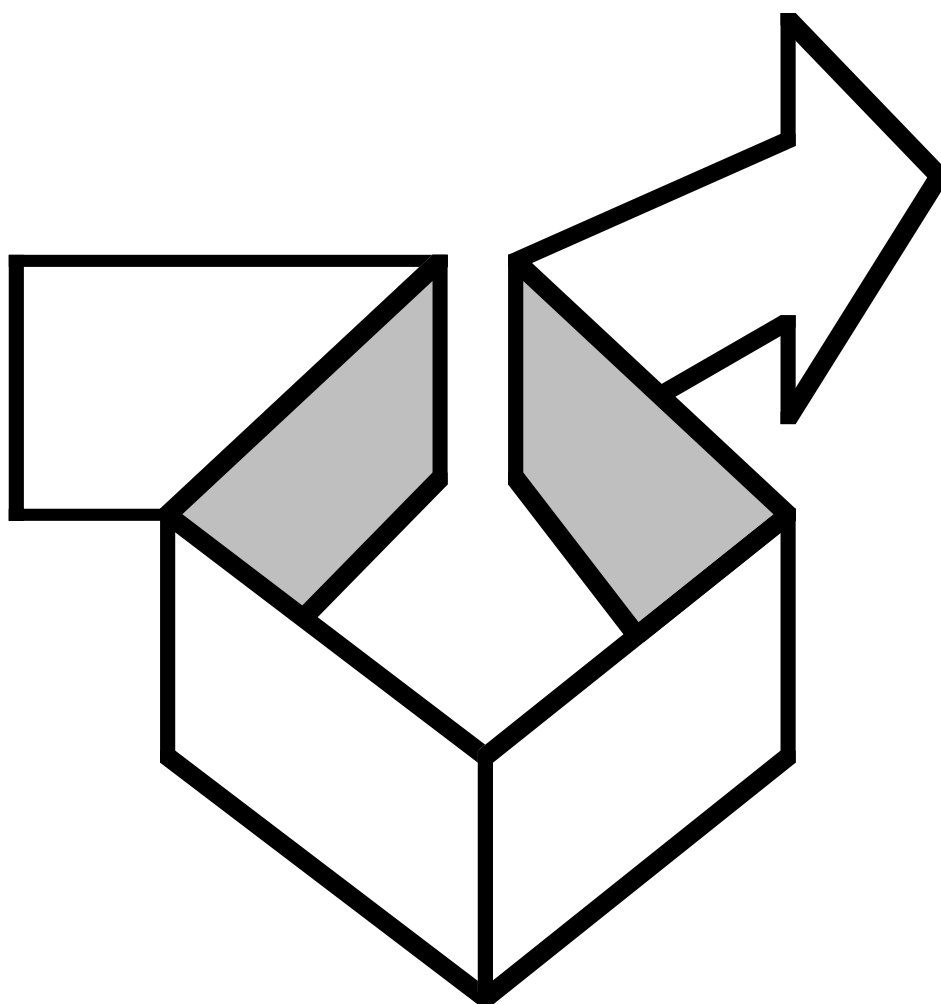

Executive Coaching

*The toughest thing about being a success is that
you've got to keep on being a success.
Talent is only a starting point in this business.*

Irving Berlin



Executive Coaching

Practical Insights for Reaching New Levels of Success

Executive life revolves around handling “wicked” problems — situations that are complex, ill-structured messes that arise against a background of discontinuous, turbulent change.

Being constantly buffeted on all sides by demands from shareholders, demands for employee satisfaction, and demands of accountability for strategic decisions can result in a physical, mental and emotional drain for even the most experienced executive. Maintaining success under such conditions demands fresh knowledge, on-going insight, expanded skill and sustained energy.

Instead of silently struggling on their own, serious competitors have always turned to expert coaching to not only preserve their edge but also to jump to the next level of performance. Having a personal coach is the time-tested and proven method for reaching aggressive goals and guaranteeing continued effectiveness.

EXECUTIVE COACHING (EC) is a confidential, one-on-one executive development program designed to embed and energize essential leadership attitudes and skills for ensuring that key executives keep producing at their potential and beyond.

RESULTS

- ❖ Superior decision-making skills and effective task delegation
- ❖ Radically enhanced interpersonal communication skills
 1. Energized Presence
 2. Empowered Self-Image
 3. Clarity of Purpose
 4. Authenticity
 5. Speaking from the Heart
 6. Listening with Empathy
- ❖ Mastery of time management and meeting management skills
- ❖ Greater ability to manage self and others during periods of conflict or crisis
 1. Being Mindful
 2. Staying Centered
 3. Remaining At Ease
- ❖ Heightened self-awareness and deeper self-understanding, including:
 1. Control of Emotions
 2. Mastery of Moods
 3. Intelligent Risk-Taking
- ❖ Dynamic balance across mind, body and spirit
 1. Increased ability to manage tension created by disparate responsibilities to organization, family, community, self
 2. Improved personal resilience, flexibility and propensity to learn and grow
- ❖ Improved ability to manage and advance personal career and careers of others

COMMON TOPICS FOR COACHING

The Coach provides thoughtful counsel and practical strategies to help you change behavior and shed unnecessary mental and emotional baggage that obscures the solution path to personal and organizational effectiveness.

Such strategies often focus on:

- ❖ Managing the incessant tension of responding to short-term, tactical bottom-line needs while grappling with identifying and acting on long-term strategic imperatives
- ❖ Fostering an exciting, energized work environment infused with a compelling mission.
- ❖ Promoting innovation and thinking “out-of-the box”
- ❖ Staying centered and grounded in a fast-paced, complex work environment
- ❖ Motivating extraordinary performance in self and others
- ❖ Creating employee loyalty among highly valued knowledge workers
- ❖ Enhancing abilities in thinking strategically and acting decisively
- ❖ Harnessing personal and group intuition
- ❖ Aligning a personal vision with the organizational vision
- ❖ Learning new communication skills
- ❖ Strengthening emotional intelligence
- ❖ Designing balance between work and personal life
- ❖ Establishing a regimen for physical fitness
- ❖ Establishing and maintaining healthy eating habits
- ❖ Running effective meetings
- ❖ Dealing with organizational politics
- ❖ Building trust and credibility as a leader
- ❖ Identifying hidden roadblocks to success
- ❖ Setting new standards of excellence
- ❖ Confronting difficult conversations
- ❖ Ending procrastination

PROGRAM DETAILS

The Nature of Executive Coaching

- ❖ Individually tailored to the person
- ❖ Intimately tied to the realities of the business
- ❖ Continually focused on current issues or problems identified by the executive
- ❖ A highly focused, results-oriented process for honing interpersonal skills and achieving personal growth for greater business effectiveness
- ❖ A collaboration between the executive, myself and key players within the organization to reach shared goals
- ❖ A positive and empowering strategy for performance enhancement and leadership development.

Intended Participant

EC is intended for leaders (and aspiring leaders) who are:

- ❖ wrestling with the implications of tough business decisions
- ❖ seeking the keys to designing innovative change and evoking commitment throughout their organization
- ❖ searching for new strategic insights into how they can better manage the personal dynamics of their responsibilities
- ❖ wanting to enhance their own development as they face greater obstacles in achieving organizational and personal goals

Role of the Executive Coach

The Coach is instrumental in expediting the executive's transformation from accomplished manager to powerful leader through the following practices:

- ❖ Providing an external, unbiased point of view and on-going, candid, timely feedback
- ❖ Keeping the executive focused on the agreed goals
- ❖ Marshalling internal and external resources to support the development plan
- ❖ Collecting key information from stakeholders in the executive's success
- ❖ Identifying which skills are not being used, which need to be strengthened, which need to be newly learned or re-learned.
- ❖ Engendering an attitude of continuous improvement
- ❖ Developing and maintaining an interactive learning process that focuses on:
 1. increasing awareness and insight
 2. identifying and enhancing sources of positive energy
 3. eliminating time-wasters and drains of energy
 4. evaluating choices or alternative behaviors
 5. planning and implementing even more effective executive behavior and performance.

Timeframe

- ❖ 12 months (recommended for greatest leverage)
- ❖ 6 months and 3 months also available

Implementation Steps

Step 1. Getting Started

- ❖ Meet face to face in an exploratory interview
- ❖ Determine the following key success factors:
 1. How the executive's needs fit with my style and focus on breakthrough
 2. Gauge rapport and chemistry between parties
 3. Assess openness of communication
 4. Explore willingness to work together toward common goals
- ❖ If appropriate, demonstrate coaching process during the initial meeting

Step 2. Observation and Assessment

- ❖ Visit the work environment
 1. Observe the many variables the executive has to deal with day-to-day
 2. Observe executive in a variety of business meetings
- ❖ Gather data on the nature of the business and the business environment within which the executive works.
- ❖ Assess the nature, content and depth of complexities facing the executive and current level of effectiveness.

Step 3. Initial Insight Session

- ❖ Pinpoint significant strengths and weaknesses
- ❖ Identify key performance issues
- ❖ Explore potential areas for improvement
- ❖ Determine specific development goals, action steps and commitment of time and resources
- ❖ Produce a written development plan
- ❖ Crystallize agreement
- ❖ Establish benchmarks for success measurement

Step 4. On-Going Coaching

- ❖ Formal monthly or bi-monthly meetings held face-to-face
- ❖ Informal telephone or e-mail check-ins and booster sessions
- ❖ Periodic progress reviews
- ❖ Spot-check interviews with appropriate parties, e.g., superiors, peers, sub-ordinates, suppliers, customers

A Note To Leaders Interested In Developing Executive Talent In Others On Their Team

Executive Coaching is excellent insurance for protecting a company's strategic investment in an executive:

- ❖ Highly paid executives represent a tremendous resource that has taken years of development.

What would it cost to replace this person?

- ❖ Maximize the return on that investment by accelerating the growth of the individual.

How much would company revenues increase if a top executive could use another 5% of his or her capacity to set the vision, motivate others and create a more harmonious work environment?

What would be the payback if this capacity was increased two to five-fold?