



THE CENTER FOR PROFESSIONAL DEVELOPMENT, INC.

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# Executive Coaching



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## Overview

Today the growing pressures of global competition fuel the demand for ever-more-effective business leaders. It is their responsibility to set the tone and style for the organization – for effecting cultural shifts to meet changing values and expectations. In order to do that, leaders must themselves change, and be prepared to continue to change.

No organization would develop a long-term strategic plan without taking stock of its current resources and historical data. We believe that the same principle should hold true for an organization's senior executives and that is why we offer *executive coaching*.

There is a common assumption made that those who reach board level no longer need personal development; in fact this is seldom the case. Unfortunately personal growth opportunities for people at this level are rare and one major drawback of being in a senior position is isolation from meaningful feedback.

Executive Coaching is becoming recognized as a valuable privilege and a powerful tool for star performers who wish to shine even brighter – akin to the world-class athlete who seeks coaching in order to excel and then to do better. The program is also applicable to the executive who has the potential but for some reason is not delivering what might be expected.

## Different Types of Coaching

Coaching is a process through which individuals are helped to improve their performance and personal effectiveness.

### **Executive (or Business) Coaching and Life Coaching.**

Life Coaching is normally undertaken and contracted by individuals on a personal basis. It looks only forward and does not take into account past events or experience.

Executive Coaching is contracted with a client company for work to be carried out with a specific individual. It has many avenues (see below), calls on many psychologically-grounded approaches and is normally linked to business objectives.

### **Coaching as a Management Skill and a Specialist Skill.**

A wide spectrum of companies today require their managers to adopt a coaching approach in their management style. This encourages listening as a key skill and enabling as an approach as opposed to 'telling'. In this sense, coaching is a skill that all those with responsibility for others need to practice.

Coaching as a specialist skill is carried out by someone who has been specifically trained. The individual might be part of an HR function (eg Business Partner) or an external executive coach and the choice as to which is used is normally based on:

- The availability of a suitably trained and skilled person.
- The (often political) appropriateness of using an internal or external person.
- The ability of the external coach to say the 'unsayable'.
- Any diversity issues



### **Coaching Programs and Individual Assignments.**

A coaching program is normally instituted when some form of change needs to take place – e.g. after a strategic realignment, or to prepare individuals to apply for their jobs prior to a merger, etc. It would normally consist of a number of executives and a team of executive coaches. Relationships often extend beyond the initial program.

Individual people or teams can engage a coach for a large variety of reasons which can be split into three levels, individual, team and organizational.

- Individual drivers
  - Managing personal and career development
  - Taking up new levels of responsibility
  - Addressing career limiting behavior
- Team drivers
  - Building new teams or partnerships
  - Integration into new roles and existing teams
  - Developing high performing teams
- Organizational drivers
  - Managing key transitions and changes
  - Mergers and acquisitions
  - Cultural, attitudinal and behavioral change
  - Performance and productivity improvement
  - Improving and developing leadership

The individual can request the coaching or a superior can ask that the individual (or team) has coaching. Either way, it is essential that the coachee at the very least is open to being coached and wants in some way to improve the current situation. Coaching under duress does not work.



# The Benefits and Risks Associated with Executive Coaching

## Benefits

Executive coaching has many potential benefits. It can:

- Rapidly turn around difficult or challenging situations.
- Free up thinking so that important decisions are taken with much more confidence and much quicker.
- Unlock solutions to problems through providing a new and external perspective.
- Release an individual's full potential.
- Help change behaviors whilst solving actual business problems. It may also challenge underlying beliefs and values and invite more fundamental changes.
- Build learning and confidence that sticks and is repeatable.
- Benefit both the individual and the organization.
- Facilitate the identification of inner resources.
- Target growth areas.
- Promote a healthy balance between career and personal life which sustains the vitality necessary for effective leadership.
- Reveal the need for the coachee to learn specific behaviors as it is aimed at enhancing short-term or long-term performance.

## Risks

Risks in using the coaching approach can be split into three categories:

- Psychological
  - If the coach lacks the necessary psychological skills or training, they may be unable to distinguish for instance between a 'problem executive' and an 'executive with a problem'.
  - Sometimes the lure of easy answers and quick wins prevents the core issues to be addressed in which case the fundamental problems will remain.
  - The snare of behaviorism – coaches not looking beneath the surface to causes.
  - The trap of influence – if the coach has the aim of winning the CEO's ear then this may skew their interventions in their coaching relationships.
  - Dependence – knowing when to stop. Sometimes a coach works for so long within a particular organization that they become 'part of the culture' and become unable to maintain objectivity. Shadow coaching and supervision are two ways in which the coach can avoid this happening.



- Organizational
  - If coaching is adopted without critical awareness or challenge, it will tend to accentuate and reinforce the organization's weaknesses, biases and blindspots – e.g. short termism, initiative-itis, looking for quick fixes, lack of upline challenge, executive watching, etc. as well as those of individual executives – e.g. inability to self-reflect, bias for action, avoidance of painful learning or difficult choices, emotional or psychological immaturity, etc
  - Individual and organizational interests can come into conflict. It is therefore important that initial contracting covers clear definition of loyalties and circumstances under which communication is made by the coach outside the relationship.
- Commercial
  - Coaching can produce huge value but it can also be expensive and ineffective since the cost of the time of the executive must also be taken into account with the actual cost of the coaching program.

An executive coach should normally be in some form of supervision, just like a counselor or psychotherapist, in order that he or she can be as clear as possible in separating out their own issues, and so as not to cloud those of the client.



## The Coach

The coach offers direction and assistance but the choice rests with the individual. It is the coachee who discovers the self-knowledge which forms the foundation for continued growth.

### Styles

The skilled coach will bring a variety of styles which they will adopt according to the circumstances.

<b>Push style</b> ←————→ <b>Pull style</b>						
Do it instead of them	Tell them exactly what to do	Advise them what they could do	Suggest what they might do	Drop a hint so they realise	Ask questions so they work it out	Leave them alone – let them do it
<b>Work done by the coach</b>				<b>Work done by the coachee</b>		

Coaching Styles Continuum

These should range from the prescriptive (or push) to the supportive (or pull). John Heron (1990) has described the range of styles thus, from the facilitative to the authoritative:

<b>Authoritative</b>	<b>Prescriptive</b> To direct the behavior of the client.
	<b>Informative</b> To impart knowledge, information or meaning to the client.
	<b>Confronting</b> To raise the client's consciousness about some limiting attitude or behavior of which they are relatively unaware.
<b>Facilitative</b>	<b>Cathartic</b> To enable the client to discharge or release painful emotion, primary grief, fear and anger.
	<b>Catalytic</b> To elicit self-discovery, self-directed living, learning and problem solving in the client
	<b>Supportive</b> To affirm the worth and value of the client's person, qualities, attitudes or actions.

John Heron's 6 Categories of Intervention



## Roles

The external coach has no internal links with the company and therefore can be freely confided in. They can play many roles which will depend on the needs of the coachee. Within each role, they will bring certain roles with attendant results:

- ★ **Supporter**
  - Counselor
  - Advisor
  - Listener
  - Greater clarity and focus
  - Improved decision making
  - Solving immediate problems
  - Work-life balance
  - Optimizing internal and external resources
  - Embedding 360° feedback
- ★ **Creator**
  - Problem Solver
  - Ideas Generator
  - Opportunity Organizer
  - Increased creativity
  - Achieving promotions
  - Looking for the new edge
  - Meeting new challenges
- ★ **Political Confidant**
  - Challenger
  - Influencer
  - Debater
  - Decision Facilitator
  - Key goal achievement
  - Greater effectiveness and improved performance
  - Political awareness
  - Enhancement of emotional intelligence
  - Better communication and foresight
- ★ **Skills Developer**
  - Innovator
  - Thought Expander
  - Trainer
  - Mentor
  - New skills, e.g.
    - Interpersonal, communication, influencing, negotiation, assertiveness
    - Political sensitivity, presentation skills, etc
  - Knowledge transfer
  - Behavioral change
  - Personal development, e.g.
  - Emotional intelligence
  - Cultural intelligence



## Advantages in using the Professional Coach

The advantages a coach can bring include:

- Independence.
- Impartiality.
- Objectivity.
- The ability to bring other people's learning.
- Wide knowledge and experience.
- A different viewpoint.
- Experience of weighing opportunities, risks and rewards.

## Structuring a Coaching Program

A coaching program (with an individual or a group) can be structured in a number of ways depending on many parameters. The following questions will probably need to be answered:

- Is this program needed for an individual or for a team?
- Does the coaching approach need to be structured and programmatic or can it be flexible and allowed to emerge as the coachee develops?
- Is the program to last a specific time period or can it be open ended? Most remedial coaching has fixed review periods and a finite end-point. Most aspirational coaching tends to begin quite intensively and then slows to a regular session at agreed intervals. Regular review points permit decisions to be made on such things as whether to continue, whether the focus needs changing, whether sessions should be more or less frequent and so on.
- Should the program be structured with fixed regular sessions or should one session be fixed at the end of the last one? Some intensive coaching approaches call for regular bi-weekly sessions over a period of 3 or 4 months.
- Is the coaching to use a pre-structured approach (see page 12) or is there a specific issue that calls for an individual contract or is this a person who will simply profit from regular interactions with a coach (the iterative approach which is normally used for the aspirational contracts)?
- Are the aims and objectives of the coaching program coherent with the organizations and with strategic initiatives?



## The Process

The coaching process can take a number of forms depending on who the individual is and who is asking for the coaching.

- There will normally be a briefing meeting where the situation is discussed and a decision is made as to whether coaching is the best approach to achieve the objectives.
- A meeting between the executive and the coach is held at which the two become acquainted and matters of confidentiality are decided. From here, the style of the program will depend on what has been negotiated and the outcomes that have been agreed.
- The coach questions the executive in depth and may give them questionnaires to complete. They may watch the client at work and in certain circumstances will interview bosses, peers and subordinates. A 360° feedback process may be used, particularly if the coachee's understanding of perceptions is not that of those around him.
- Both executive and coach review and then identify key strengths and weaknesses as well as developmental needs and put together a plan.
- In the one-to-one sessions, they work together on the agreed objectives and over a period of time, the process generally ebbs as the executive improves in the targeted skills and develops an organizational support mechanism for ongoing growth.
- The coach can increasingly become a proactive and creative resource as the relationship and the client develop.

## Outcomes

Potential outcomes from a coaching relationship can include:

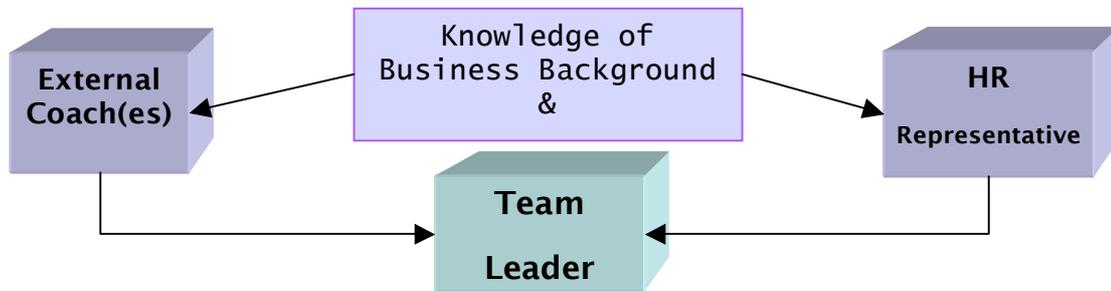
- Greater clarity.
- Greater focus.
- Improved decision-making.
- Enhanced creativity.
- Improved balance in all aspects of life.
- Greater effectiveness and better performance.



## Executive Coaching for a Team

### Stage 1

An interview needs to take place with the internal HR personal responsible for supporting the team leader. The team leader will bring their ideas and awareness of the current situation, including events taking place in their market as well as relevant background information.

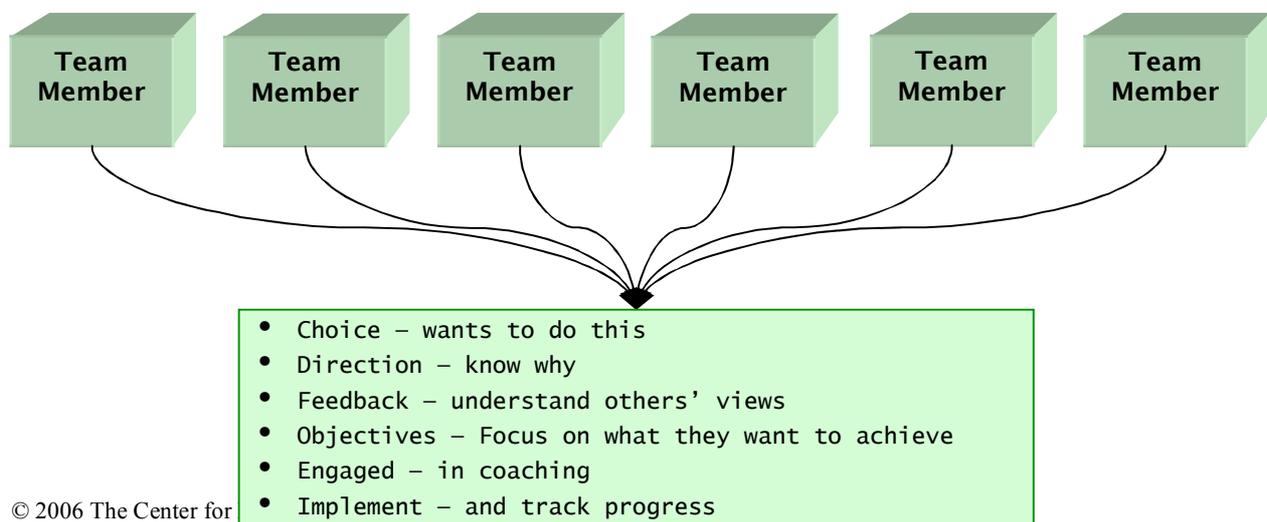


Briefing – to HR & representative of coaching organization	
<ul style="list-style-type: none"> <li>• Vision &amp; Strategic Goals</li> <li>• Leadership Values &amp; Behaviors</li> <li>• Challenges</li> <li>• Constraints</li> <li>• What's most important?</li> </ul>	<ul style="list-style-type: none"> <li>• Who?</li> <li>• Why them?</li> <li>• What for?</li> <li>• How?</li> <li>• Timings?</li> </ul>

The team leader can then explore what they want to achieve and for whom they feel coaching would add value. It is useful if the representative of the coaching organization can be present at such a meeting if they already have a sufficiently strong and defined relationship with the organization. This will help with the identification of the best matches of coaches to coachees.

### Stage 2

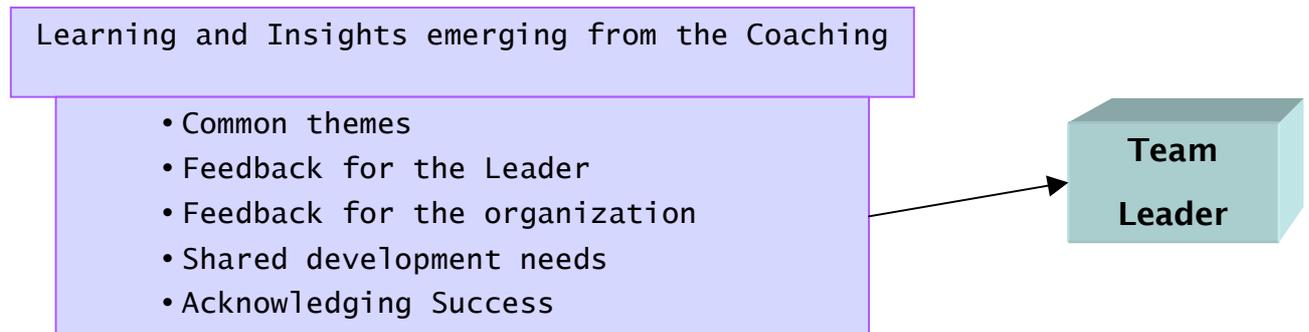
Once the team leader has identified the individuals they want to have coaching, then these team members need to be involved in the process. Coaching does not work if it is imposed.





### Stage 3

Once the coaching is underway then the coaches will convene and discuss common themes and whilst protecting confidentiality will give appropriate feedback to the team leader about the issues of which they need to be aware.





## Examples of Projects

### Retail and Entertainment Organization

Our relationship has continued over more than three years and the coaching has encompassed the entire Board and two levels of management, both at one-to-one and group levels.

Each person continues to co-design their coaching program so that it best suits their needs and style. The company has radically and positively changed its culture, performance and its aims as a result.

### A Large City Institution

The Chairman of a highly successful investment arm of a City institution wanted to promote one of his senior managers to Director level and felt unable to do this because of the incompatibility of the individual's *modus operandi* and the company culture. Our brief was to help the manager overcome his 'shortcomings' so that he could be promoted.

Following an introductory interview, a series of one-to-one sessions was arranged. A close working relationship was established and cultivated and many of the manager's perceived weaknesses were addressed in such a way that he was able to change without undue stress or long-term resistance.

The manager was promoted and is now one of the highest performing directors in the firm.

## What People Have Said About Our Coaching

*"Without doubt, and it is solely attributable to your very sensitive and diplomatic style, I am convinced that the twelve hours that we spent together ... provided some of the most helpful and practical advice and guidance that I have ever received. True, you made me work very hard to get down to the real issues, but the processes that you employ creates an environment that is creative, stimulating, satisfying and rewarding".*  
(MD, Computer Storage Company)

*"I cannot tell you how reassuring it is to have someone to simply call and discuss an issue with, to bounce ideas off, in the knowledge that you will get a rational, experienced and unbiased opinion." ... "All I can say is there is nothing more sobering or invigorating than the clarity of an **objective** view which quickly flushes out real issues and personal bias. The balance brought to our team by our coach cannot be overestimated."*  
(President, Communications Firm)

*"We have discussions and you pick detail and ask questions and **I** get to the crux of the matter. As a result 'coaching' gives me a more balanced objective view and helps me face issues which, in my job, it is difficult to discuss with anyone else competent to comment without being indiscreet."*

(Sr. Vice President, Packaging Machinery Corporation)

*"The experience of coaching far exceeded my initial expectations of potentially improving my operational performance. It enabled a sense of peace and relaxation with my work that I had never experienced before and thus greater personal performance."*

(Senior Manager, Major Global Computer Corporation)



## The Center for Professional Development

CPD is an association of highly skilled consultants with varied specializations. We bring them together as appropriate to address specific issues where change is needed. The coordinator is Charlotte Milliner — please contact her for an exploratory conversation in the first instance.

### Services Offered

- Senior Executive Development
- Executive Coaching
  - Provision of executive coaching
  - Provision of team coaching
  - Training and development of internal coaches
  - Training managers to coach
  - Strategy development and implementation of coaching
- Facilitation of Executive Meetings
- Culture Change Consultancy & Facilitation
- Team Building & Transformation
- Principled Negotiation – creating effective partnerships
- Inception and Direction of Learning Schemes
- Constellation work
- Customer Relationship Management
- Psychometric Profiling
- Training in:
  - Coaching Skills
  - Communication Skills
  - Stress Management
  - Negotiation Skills
  - Presentation Skills
  - Customer Service
  - Negotiation
  - Interviewing and Appraisal
  - Management Skills
  - Making best use of the telephone

### Clients

Corporate clients have included:

British Telecom

Bristol-Myers Squibb

Eli Lilly and Company

General Electric, Inc.

GlaxoSmithKline

Hay Management Consultants

F.Hoffman-La Roche Ltd

IBM

Kimberly-Clark Europe Ltd

Morgan Stanley Dean Witter

Novartis Consumer Health

Pfizer

Silicon Graphics, Inc.

SmithKline Beecham

Warner-Lambert

Xerox



## CPD - an Overview

We are a committed team of management and organizational development professionals dedicated to optimizing our clients' business relationships to achieve their corporate goals. We work in collaboration with colleagues to deliver services to clients in the Americas, Asia and Europe, assisting those businesses in the creation of successful 21st Century organizations that are:

- ✦ profitable and productive
- ✦ adaptive to, and highly successful in managing change
- ✦ self correcting, flexible, intelligent
- ✦ socially and environmentally responsible

## Purpose

To unleash the power of people to create together beyond what they think is possible.

## Mission

CPD is committed to effective partnership, and we believe it is essential to:

- ✦ Extend the frontiers of human performance.
- ✦ Apply behavioral science knowledge to the collaborative management of corporate cultures, particularly the processes of decision-making, planning and communication.
- ✦ Provide our customers with quality products and services that respond to their needs and further their goals.
- ✦ Contribute to corporate and individual development of human ability.
- ✦ Hold to the highest standards of integrity and politeness for interactions with one another as well as with our clients, suppliers and associates.
- ✦ Remember that the people of CPD are its most vital asset, and provide them with a supportive and stimulating environment for personal challenge, success and financial reward.

## Vision

Businesses and individuals seeking to optimize their effectiveness and leverage their success have a powerful resource. CPD is an international organizational development consulting firm committed to: promoting the use of well-formed strategies; improving clients' leadership capabilities; attaining the peak level benefits of teamwork; and developing more effective influencing skills. We are the partner of choice to support transformations that unleash the power of people to create businesses and relationships that surpass what they thought was possible.



THE CENTER FOR PROFESSIONAL DEVELOPMENT, INC.  
*Expanding the Frontiers of Human Effectiveness for Businesses Worldwide™*

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