



## **Executive Coaching in a nutshell**

Executive Coaching helps smart people become (even) better leaders.

Here we review:

- **HOW does Executive Coaching work?**
- **WHY does it deliver?**
- **WHAT does it deliver?**

Your Coach is probably your only non-judgmental thinking-partner.

He/She is totally committed to your agenda and your success, as he/she succeeds only if you do!

### **HOW does Executive Coaching works?**

Through in-depth interviews, You and your Coach design a coaching program together, involving your hierarchy and HR colleagues when relevant.

Once it is finalized, you take ownership of the program and responsibility for its success.

At the start of a coaching program, you are usually invited to take a personality-test and launch a 360° survey. This helps you gain awareness of yourself and of others' perceptions.

At each session (from 1 to 3 hours), you choose the subjects you want to work on. Then your Coach works with you all the way to making decisions for progress and taking actions. Your Coach will follow-up the results of your actions at the next sessions, and work-out with you until you get the results you want.

Your Coach (1) proactively listens to what you say, how you say it and what you don't say, then (2) challenges you to clarify your ideas and intentions and (3) motivates you to take actions to (4) make your intentions become reality.



The coaching process is structured so that :

- You get to know yourself, your motivational drivers & your potential better
- You clarify your thoughts and define your way-ahead with SMART goals and action plans to reach them
- On the way, you take the lessons of failures and successes and apply those lessons
- You try different perspectives to look at issues, and then choose the most helpful ones
- You move out of your comfort zone (thanks to powerful questions from your Coach)
- You are challenged by powerful requests from the coach whenever useful
- You manage your time, your energy and priorities better

Your commitment and accountability are essential.

*“To get through the hardest journey we need take only one step at a time, but we must keep on stepping.”* Chinese proverb

### **WHY does Executive Coaching deliver?**

When conducted by a professional certified coach, Executive Coaching delivers because:

- (1) it creates a safe, challenging and inspiring space for **you to find-out and decide the best solutions for your challenges, and then implement them** (remember: you are the best person to find the best solutions to your issues, because no one else knows as much as you do about them; in a way, *you are the expert*)
- (2) it leverages **proven methods and techniques, all focused on results**, in particular: power listening, effective feedback, powerful questioning, reframing perspective, goal setting, accountability, tools such as tests (personality, strengths, values...), methods to build self-awareness, etc...
- (3) whenever you request an opinion from **your Coach**, he/she **speaks out truthfully**, with no agenda, whereas your boss, your peers, your subordinates, your friends, your family-members might not do so at all times
- (4) importantly, you **and your coach are fully committed to Success and Fulfillment**; coaching holds you accountable for success
- (5) coaching is **interactive and flexible**, it **adjusts to your style and your needs**

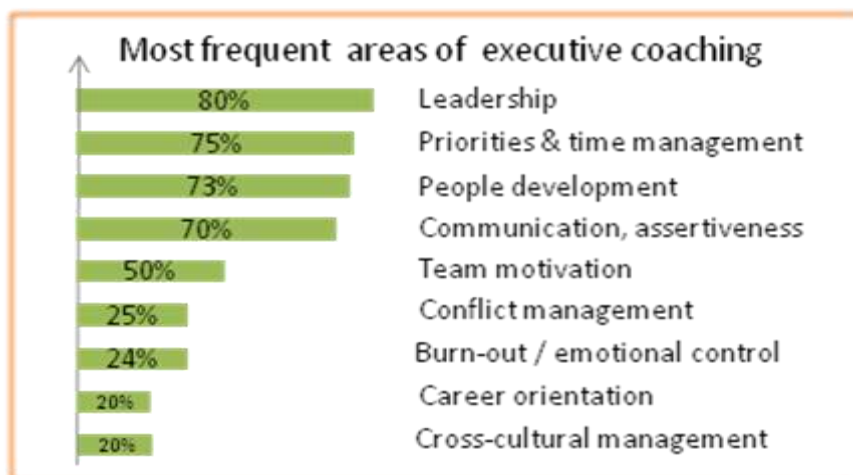
## WHAT does Executive Coaching deliver?

Executive coaching delivers **actions and results** and creates a more valuable "you" within your Organization.

Each assignment is different and tailored to **deliver what the Clients need**.

Some common needs and results:

- Take management and leadership skills to the next level
- strengthened organizational skills
- more accurate goal selections and more effective implementation
- better focus on important priorities
- improved communication skills
- stronger talent at people development and retention
- better motivating / inspiring skills
- Strike a healthier work-life balance
- Adjust resistance to frustration (emotional control)
- Develop effectiveness at cross-cultural management
- Test thoughts with an independent "soundboard"
- Reduce stress
- Align thoughts, actions and behavior
- Prepare for next position
- Accelerate career's progression
- Shift to continuous self-development



*“Success is not a place at which one arrives but rather the spirit with which one undertakes and continues the journey.” Alex Noble*

Appendix: Executive Coaching comes at the top of talent-management processes\*

#	Top 22 Best Practices	Impact	Area
1.	Coaching: formal or well established coaching programs for employees	48%	PM
2.	Consolidating staffing requirements across the organization	42%	SR
3.	Ability of current workforce planning process to identify current and future talent gaps	38%	WP
4.	Competencies maintained through annual maintenance process	34%	CM
5.	Staffing metrics: measuring time to hire, cost to hire and quality of hire	33%	SR
6.	Cascading goals: aligning goals to manager or corporate goals	33%	PM
7.	Development planning: creating consistent development plans across the organization	33%	PM
8.	Establishing goals: establishing clear and measurable goals for all employees in organization	32%	PM
9.	Job functional competencies well established and used throughout the organization	32%	CM
10.	Competencies used in recruiting process for assessment and interviewing	31%	CM
11.	Managed recruiting process: carefully monitoring and tracking interview process	31%	SR
12.	Assessing performance: delivering an annual performance appraisal and evaluation	30%	PM
13.	Internal sourcing: internal job postings, career planning, and promotion to recruit from within	29%	SR
14.	Leadership competencies well established and used across the organization	29%	CM
15.	Performance based compensation: consistently linking compensation to performance ratings	27%	PM
16.	Competencies used in performance management for assessment, review and development	27%	PM
17.	Developmental training: training tied to developmental goals of individuals & organization	27%	LD
18.	Competencies used in leadership development programs for training	24%	CM
19.	Pre-hire assessment: assessing candidates against competencies for a position	23%	CM
20.	Employer brand: using web, collateral and marketing to position well for recruiting	22%	SR
21.	University recruiting: working with educational institutions to obtain qualified candidates	22%	SR
22.	Maturity level of leadership development: Strategic Leadership Development (level 4)	21%	LD

 Competency Management	 Leadership & Development	 Learning & Development	 Performance Management	 Sourcing & Recruiting	 Workforce Planning
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\* from 2-years research by Bersin & Associates ([www.bersin.com](http://www.bersin.com))