

Dattner Consulting, LLC

Increasing the ROI of Executive Coaching

Ingredients of Successful Executive Coaching Programs

- Client selection
- Coach selection
- Client/coach matching
- Stakeholder alignment
- Role of coach
- Confidentiality
- Accountability
- Follow up

Executive Coaching: Client selection

- Client selection
- Coach selection
- Client/coach matching
- Alignment
- Coach role
- Confidentiality
- Accountability
- Follow up

Providing coaching to the right person at the right time for the right reasons can provide a high return on investment, however:

- Investing in coaching for an individual may not be optimal if there are other issues that need to be addressed first:
 - Technical, skill or knowledge gaps
 - Lack of clarity about role definition or expectations
 - Individual, team, departmental or organizational challenges
- Coaching is best utilized for motivated, high potential clients

Executive Coaching: Client selection (continued)

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Coaching can benefit people who are interested in:

- Evaluating strengths and areas for development more accurately
- Cultivating self awareness, self control and social influence
- Sharing credit and accepting more accountability
- Improving leadership and management style
- Enhancing communication, collaboration and diplomacy
- Reducing conflict and creating a more positive organizational culture
- Navigating organizational politics and priorities more effectively
- Advocating with greater impact for resources, information and support

Executive Coaching: Client selection (continued)

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Coaching can benefit people who are interested in:

- Managing workload, pressure and priorities more strategically
- Preparing for a promotion to a higher level of responsibility
- Building confidence, executive presence and presentation skills
- Increasing team alignment, commitment and cohesion
- Boosting employee motivation, engagement and retention
- Holding staff more accountable and driving better bottom line results
- Developing ability to assess, manage, empower and mentor
- Having more open, direct and constructive conversations

Executive Coaching: Coach selection

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Coaches should be screened for:

- Appropriate educational and training credentials
- Relevant business or client experience and knowledge
- Reference checks at similar organizations or for relevant kinds of clients
- Internet searches for coach publications, website, affiliations and professional networks

Executive Coaching: Coach selection (continued)

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Value that an executive coach should be able to provide:

- Helping talented individual contributors develop leadership and team skills
- Acting as an effective “personal trainer” for professional development
- Soliciting clear feedback and expectations from manager and others
- “Softening the blow” of tough feedback or unfavorable outcomes
- Facilitating positive and constructive dialogue about feedback or outcomes
- Serving as a caring and supportive listener and making clients feel heard
- Enabling organizations to retain and motivate high potentials
- Assisting client with current role and in preparing for possible future roles

Executive Coaching: Client/coach matching

Client selection

Coach selection

➤ Client/coach matching

Alignment

Coach role

Confidentiality

Accountability

Follow up

There needs to be good chemistry between client and coach. If a client has a choice of coach, the engagement is much more likely to be successful.

Recommendations:

- Create a database of coaches that includes matching criteria for the initial meeting
- Give clients a list of coaches, and then arrange in-person informational meetings with at least three potential coaches to choose between

Executive Coaching: Alignment

- Client selection
- Coach selection
- Client/coach matching
- Alignment
- Coach role
- Confidentiality
- Accountability
- Follow up

There are four participants in many coaching engagements: client, coach, manager, and HR. If there is alignment of goals and expectations at the front end of the coaching, the engagement is much more likely to achieve its goals.

What needs to be aligned:

- Goals for the engagement from the perspectives of the manager, HR and client
- Agreement about timing and duration of the coaching
- Consensus about participants in online and/or interview-based 360 degree feedback
- Expectations and commitments about confidentiality, information sharing and accountability

Executive Coaching: The Coach's Role

Client selection
Coach selection
Client/coach matching
Alignment
➤ Coach role
Confidentiality
Accountability
Follow up

Coaches generally should not play the following three roles:

Evaluator:

Compromises trust in the process and discourages client from being fully open

Messenger:

Conveying messages back and forth is not helpful or productive

Advocate:

Coaches should not get involved in organizational politics on behalf of clients

Executive Coaching: Confidentiality

There needs to be a balance between confidentiality and sharing of information. Too little confidentiality and the client and his or her feedback providers won't trust in the process. Too much confidentiality and it's hard to hold the client accountable for her or his progress.

What should be confidential:

- Feedback from personality assessments
- 360 degree surveys or interview feedback

What should be shared:

- Summary of key themes
- Development plan based on feedback

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Executive Coaching: Accountability

Coaching is most helpful when the client is held appropriately accountable for learning from, and acting on, the feedback and insights gained in the coaching. However, for coaching to be most successful, all four participants should be held accountable:

Client: For the extent to which the development plan has been successfully implemented

Coach: For the value he or she added to the client and the organization in achieving agreed-upon coaching goals

Manager: For supporting the client in turning insights into action and giving feedback along the way

HR: For evaluating coaches and applying coaching process best practices across the organization

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Executive Coaching: Follow up

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In some coaching engagements, there is not enough follow up and the short term benefits of coaching are not fully realized over the longer term.

Recommendations:

- Build in follow up meetings to support progress
- If 360 feedback was part of the coaching, re-survey and benchmark progress after six months or a year
- Evaluate coach performance by surveying client, manager and HR

For additional coaching information and resources:

www.dattnerconsulting.com/executivecoaching.pdf

The basic executive coaching process

<http://www.dattnerconsulting.com/presentations/execcoaching.pdf>

Harvard Business Review: How to Participate in Your Employee's Coaching:

<https://hbr.org/2014/11/how-to-participate-in-your-employees-coaching>

The history, types and benefits of executive coaching programs

<http://www.dattnerconsulting.com/presentations/executivecoaching.pdf>

How to write your professional "user's manual" for your staff

<http://www.dattnerconsulting.com/presentations/usersmanual.pdf>

Assessments that are used for executive coaching and development

<http://www.dattnerconsulting.com/presentations/developmenthandbook.pdf>

"The use and misuse of personality assessments"

<http://www.dattnerconsulting.com/HR.pdf>

"Postgrad growth area: Executive Coaching"

<http://www.dattnerconsulting.com/gradpsych.pdf>

"How to manage as a first time boss"

<http://www.dattnerconsulting.com/fortune.pdf>

Dattner Consulting's Leadership 360

<http://www.dattnerconsulting.com/leader.pdf>

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