The Executive Coaching Process
Executive Coaching

- Goals
- Preparation
- Assessment
- Development planning
- Implementation
- Evaluation
- Follow up
General goals:

• Coaching should be aligned with other training and development programs in support of business goals
• Coaching should be viewed positively as an investment by the organization rather than as a remedial exercise
• Client should develop a better understanding of strengths and developmental needs
• Client should use this understanding to create, implement and refine strategies for improved performance

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Specific goals:

- Evaluating strengths and development areas 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
Specific goals (continued):

- Managing workload, pressure and priorities more effectively
- 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 others
Specific goals (continued):

Executive coaches can assist by:

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

- Meeting of coach and client’s manager and/or HR to define goals and process for the coaching engagement
- Meeting of coach and client where the coach explains his or her approach to coaching
- Parameters of confidentiality are established (the standard is that assessments and 360-feedback is for the client only, but a development plan is shared with the boss/the organization)
- Development of a consensus between the manager, client and coach on the goals and logistics of the coaching engagement
- Distribution of assessment surveys and/or scheduling of anonymous and confidential 360-degree feedback assessment interviews
Assessment:

• Personality assessments, e.g. Hogan, Myers-Briggs, etc.

• Confidential 360-degree feedback

• Interviews by coach of client’s supervisor, peers and direct reports or other stakeholders

• Exploration by client and coach of:
  
  • Career history and motivators
  • Work preferences and style
  • Role challenges and opportunities
  • Professional and learning goals
Development planning:

After condensing the assessment into three to five key themes, client and coach collaboratively create:

- Plans for leveraging strengths and addressing areas for development
- Performance goals
- Learning goals
- Managerial style goals
- Professional development goals

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Implementation:

After sharing and discussion of the development plan:

• Client implements new strategies and tactics
• Client and coach discuss progress on an ongoing basis
Client and coach evaluate success by utilizing:

- 360-degree feedback
- Meeting with manager
- Follow-up discussions with peers and direct reports
Follow up:

Client and coach reconvene after 3 to 6 months to gauge progress:

- Additional input can be gathered from others if necessary
- Development plan can be modified as new challenges and opportunities emerge
Executive Coaching Links:

Ben Dattner executive coach biography

Harvard Business Review: “How to participate in your employee’s coaching”

Forbes: “How to use 360-degree feedback for executive coaching”

Dattner Consulting’s Leadership 360-degree feedback survey

HR.com: “Three roles that executive coaches should avoid”

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