



## **Executive Coaching**

The Learning Key® Approach

Making the most of an organization's key resources, its talented executives, is the goal of executive coaching. This one-on-one process can mean the difference between acceptable and exceptional performance or even between success and failure.

Executive coaching can't be mandated. For effective coaching the executive must commit to the process and be willing to accept responsibility for the change. Coaching can provide new insights and options, focus on the most appropriate individual development needs and goals, or prepare for advancement.

### **Benefits of Executive Coaching**

- Tailored specifically for the individual and his/her current issues or needs.
- Clarifies strengths and blind spots -- aspects of behavior or performance about which the executive is unaware.
- Easier to confide in an objective outsider.
- Maximizes time through highly focused, goal-oriented sessions.

### **Process**

#### **Precoaching**

- Agreement to proceed: initial meeting to explain the process and get commitment
- Data collection and analysis
- Interview executive on background, self-perspective, as well as consistent prior feedback
- Set goals for development and new behaviors
- Provide assessments, such as the Myers-Briggs Type Indicator (MBTI®), to identify preferences
- Identify colleagues willing to provide confidential feedback
- Interview colleagues, direct reports, and peers to collect confidential 360° feedback
- Analyze and summarize feedback to identify themes, strengths, and areas for growth from which to develop a coaching plan

#### **Feedback and Planning**

- Present 360° feedback data collected
- Assess and establish coaching goals and objectives, based on data collected
- Provide MBTI® feedback and discuss relationship to data collected
- Identify internal "advocates" who can serve as a cheerleader and provide additional support and feedback

#### **Coaching**

- Hold coaching sessions every two-four weeks
- Monitor progress on development issues
- Introduce practice activities and reading material and discuss alternative approaches
- Use shadow coaching when appropriate to observe normal business meetings or activities for direct knowledge of the executive's interactions in his/her work environment.

#### **Follow-up**

- Eight to ten months into the coaching process an interim period of about 60 days without in-person coaching gives the executive time to continue new behaviors "solo." The goals are to see if changes are sustained and to foster continued self-reflection. Phone support continues to be available.
- Re-assess after interim period to evaluate progress and decide what, if any, continued coaching is appropriate.

Call us at 215-493-9641 for more information.