

Executive Coaching

**ORGANIZATIONAL AND EXECUTIVE
EFFECTIVENESS**

Coaching

Executives . . .

- Build strengths
- Address performance issues
- Overcome barriers to success
- Recover personal balance
- Reconnect with vision and values
- Define and implement personal/business strategy

The Coach's Privilege

- Opportunity to be with people I respect in ultimate moments.
- Ultimate moments are times when our knowledge, technical, managerial or interpersonal skills are not enough to meet the particular challenges we face.
- Before ultimate moments we can either give up or work to meet the challenge.

The Coach's Privilege

- Privilege is to be invited into a person's life at an ultimate moment and to witness the transformation that takes place as they imagine, learn, risk and move to accomplish what previously felt overwhelming.
- Coaching is personal or business defragmentation program.
- Privilege is what I've learned through these relationships.
- Great coaches are "wounded healers."

Why a Coach?

- Performance issues
- Career development
- Conflict
- Business strategy or challenge
- Personal strategy or enrichment

Performance Issues

“Stephanie has had fifteen years in a row of excellent performance reviews. Now, over the last six months, two of her direct reports have quit in frustration and three projects have failed to be completed on time. Find out what’s wrong with Stephanie and fix it!!!! We need her back on the ball.”

Performance Issues

“A couple of years ago I felt that I knew more about drilling in the Gulf than anyone. Now, I’m not doing that anymore. I’m managing people who are drilling in the Gulf. I never studied management and I know I could do a better job at it. Help me figure this out.”

Managerial Ineffectiveness



"Here are the results of the latest employee satisfaction study."

Career Development

“We have our eye on Ken for a VP position. The promotion is still about two years out. He’s a good manager, but we feel he needs to develop better leadership skills.”

Career Development

“I’m sick of this job. I want to do something else, but I don’t know what it is. A part of me is afraid to risk the change. I feel stuck and need to figure out what’s next and how I can get there.”

Conflict

“Our CEO Steve gets so angry that our best managers are threatening to leave. He sends his direct reports 25 emails a day, telling them how to do their jobs. Morale sucks and we’re starting to get a reputation around our industry for being a lousy place to work.”

Conflict

“We just had one of our directors get in a fist fight with one of our managers. We probably should fire them both, but they both know a lot. We want to avoid a lawsuit and we want to find out if they can work together better. Do you do marriage counseling?”

Business Strategy

“Our business is expanding into international markets. We’re starting a new office in Tokyo. The executive in charge there is J.P. We want you to help him set it up and to do it in a way so that the process can be replicated in Barcelona and Tel Aviv in successive years.”

Change Management



"Stop giving me a hard time, Johnny. This new brand of milk is much better for you. Trust me!"

Business Strategy/Change Management

“Our Dallas office has never grown the way we have in Denver. We think we have a good strategy. Could you work with Jane to help her implement it? Our people there seem very resistant to the new changes.”

Business Strategy

“Last year we had \$100M in revenue, but only \$2M in profit. I know our competitors had profits that ranged from 8-10%. I can't figure out what we're doing wrong.”

Personal Enrichment

Competencies

"I'm a lousy public speaker, but in this new position, I have to be up in front of groups a lot. I need someone to help me prepare the talks and to coach me on delivering them."

Personal Enrichment

Stress

“I started this business because I wanted to do something great for my family. Now this business has taken over my life. I hardly ever see my family. I’m totally stressed out and don’t know how to get things back into balance.”

Personal Enrichment

- Ethics

“We’ve been looking to do business in Russia. Recently, I got a call from someone in the Russian mafia offering me a bribe to do business through him. It would mean financial security for life. I’m a little scared and need someone to talk to about this.”

Personal Enrichment

Ethics



*"The Department of Lies and Innuendo?
You must have the wrong number."*

Personal Enrichment

Matters of Conscience

“I am the leader of this company and I’m having an affair. It’s ecstasy and it’s destroying my life. I hate the idea of going to a shrink. I’m supposed to be a role model around here. I feel like such a hypocrite. Can I talk with you about this?”

The Process

- Three-six month confidential process
- Free introductory meeting: client and coach decide whether or not to continue
- Assessment (testing)
- Define development opportunities
- Map personal or business strategy
- Develop plan
- Coach client as he/she implements plan
- Weekly accountability
- Assessment

Personal Strategy Map

- Mission
- Values
- Vision
- Strategy
 - Financial Perspective
 - Stakeholder Perspective
 - Internal Perspective
 - Learning and Growth Perspective

How does coaching add value?

- 2001, Stanford University Graduate School of Business
- Study on productivity 1990-2000
 - 17 Factors (Top Two)
 - Leaders of productive companies were able to transform themselves
 - Companies that focused on developing competencies were more profitable
 - Study reported in Journal of Applied Psychology

Productivity of Individuals Doing the Same Job

Complexity of Job	Top 10% vs. Bottom 10%	Top 10% vs. Mean
Low	3x	52% more
Medium	12x	85% more
High	Infinite 227x	127% more

Transformation

- “If only . . .”
- “I can . . .”

Thanks