

# The Nutshell

## Executive Coaching

### **What It is**

- Personal focus on an Executive's unique situation, needs, and objectives
- Confidential focused process, inquiry in nature with feedback, in one-on-one meetings, partnering to create success and improved futures
- Strategic Planning & Operational Review practices applied to the self - *The Executive*

### **When to Hire**

- To accomplish short term wins
- To get in front of issues, new initiatives, challenges, teams, and transitions
- To Build for the future
- To be Positive, Pro-active and Intentional vs. reactive, defensive and surprised
- To Invest in the greatest asset – People

### **A Typical Engagement**

- 6 - 9 mos.; often evolving to situational advisory; 2-4 meetings per month, of 1-2 hours in-person or on the phone
- Hi-Pot Individual Contributors to the CEO
- \$10-40k per engagement (net ~\$200-600hr.)
- External Coaches for the senior team
- Feedback, often includes peer input (360s), self-assessment, and can include shadowing

### **Why**

- Best Business Practices: focus, alignment, execution & accountability
- Emotional Intelligence- Counter one's Ego
- Discover blind-spots - Overcome obstacles
- How many actually 'Just do it'?
- What one focuses on - changes
- Never swim, hike, ski... alone
- Ready-aim-fire or fire-aim-ready

### **ROI Return on Investment**

- Quantitative studies show 250 - 800%; potentially subjective, extremely positively correlated none-the-less
- Qualitative studies equally understood: focused, aligned, balanced Execs make better leaders, turn over less,...
- Return on Emotional Intelligence – it can be enhanced; the most effective leaders have it, those that derail are missing it

### **'Executive Voices'**

- 'Woah, Where'd that come from'
- 'Wonder how this will play with the team'
- 'No time to plan; no time not to'
- 'I'm over my head, hard to breathe'
- 'Not sure how I'm going to get thru this'
- 'Tim's invaluable, but he just saps me'
- 'Where's Bob when I need him'
- 'What am I still doing at the office'
- 'How to hit the ground running, this is big'
- 'Muscle thru it - alone'

### **Benefits**

- Performance - enhanced effectiveness; improved focus, clarity, alignment, power
- Personal - new energy, behaviors, satisfaction, growth, expanded awareness

### **The Executive Coaching Profession**

- Estimated \$1 billion dollar executive coaching industry
- Transitioned to an Executive Development Perquisite from poor performer intervention
- Predominantly independent practitioners, with a mix of boutique firms and service offerings from larger consulting practices
- International Coaches Federation (ICF) primary industry support organization; certification, training, ethics, best practices
- Other popular coaching niches; business, life, spiritual; Often confused with counseling, consulting, mentoring

### **©Navigating the Executive Experience**

- Executive Effectiveness
- Personal Growth and Development
- Promotion
- Assimilation
- Career Management
- Responding to Change
- Leadership
- Relocation
- Work Life Balance
- Career Transitions
- Garnering Personal Energy
- Global Influences
- Stretching – Skills, Competencies, Knowledge & Influence

### **Why Not - not all are coach-able, and not all need a coach**

- Not ready, fear of their story, can't take the feedback, openness to personal change, ego
- Poor chemistry match with a coach; momentum won't allow one to step out; time and commitment