

# ENHANCE YOUR CAREER



## Ten Guidelines for Successful Executive Coaching

The field of executive coaching is growing at an astonishing rate. Corporations are increasingly turning to consultants to help them implement an executive coaching strategy as part of their leadership development program to help high potential leaders advance into successor roles, develop critical competencies, addressing performance issues, and grooming individuals for increased responsibility to achieve business goals.

Those entering the field of executive coaching and those practicing coaching are increasingly realizing the need to help organizations identify an organization development strategy that supports executive coaching and implementing a system that supports individuals during the coaching process. Coaches seek guidelines and models as when to use coaching, coaching tools and techniques to learn how to coach effectively throughout the coaching engagement, and to evaluate the outcomes and successes of coaching interventions.

Executive coaching is most effective when it is tied to the organizations business strategy and culture and viewed as a partnership among the coach, executive, and the executive's organization. Each partner has an obligation and responsibility to contribute to the success of the coaching process. Although the primary work is between executive

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and coach, coaching is always an organizational intervention and, as such, should be conducted within the context of the organization's goals and objectives.

For executive coaching to be successful, here are **ten guidelines for success**:

1. **Systems Perspective** – Executive coaching must be integrated into the organization's system and have a defined strategy linked to business goals. The strategy will define the vision, mission, business case, and communication strategy, stakeholders, objectives and key success factors needed to achieve results.

2. **Business Focus** – Two or more senior leaders must agree that executive coaching is essential to the business goals, and must be tied to measurable outcomes.

3. **Stakeholders** – Stakeholders are identified to support the initiative, and to gain buy-in and support throughout the organizations. Stakeholders have a role in the individual executive development plan and opportunities as well as follow up and feedback. All stakeholders are held accountable for their roles, the process and their involvement.

4. **Partnership**- A partnership relationship is developed between the executive, her/his boss, their boss, other senior leaders, peers, shareholders, direct reports, the coach, and other internal consultants. This partnership supports the leaders throughout their development and provides feedback, coaching, mentoring, guidance, tracking and evaluation to ensure success.

5. **Competence of the Coach**- Coaches must be highly skilled and experienced professionals who maintain high standards of expertise, and who exercise good judgment and ethical behavior to practice only in those areas in which they are competent. Coaches are selected based on their experience, competence, and fit for the executive and the organization.

6. **Confidentiality**-Must be maintained all levels to ensure trust among all parties and to uphold relationships, agreements, and commitments. Partners will act with honesty and trustworthiness, and model effective leadership behavior especially around issues of confidentiality. All coaching partners will define and uphold a confidentiality agreement before coaching begins.

7. **Contracting**-All coaching partners, appropriate to their roles, engage in a contracting discussion to include deliverables, roles, goals, ground rules, fees, and processes between the client, executive and the coach.

8. **Assessments**- All coaching engagement include one or several assessments to define the needs and areas for improvement prior to coaching This process is debriefed with the executive, reviewing the assessment, it's purpose, interpretation of the data, and actions to be taken based on the feedback from multiple perspectives. This discussion provides insight into their developmental needs. Together the coach and executive create a developmental plan.

9. **Coaching Discussions**- Coaching discussions are usually 7-12 months long, meeting for 1 ½ to 2 hours per month. Most coaching discussions are held in person, while follow up discussions can be conducted virtually. Developing a trusting relationship is key to help the executive to try new behaviors and think freely. The coach will provide a variety of learning tools and activities to support the executives learning.

The first discussing involves relationship building, gaining trust and commitment and identifying the partnership as well as identifying needs and establishing goals. Follow-up discussions focus on the development plan and actions, determining improvement areas, skill development and feedback from others. As the coach, through questioning you will probe deeper to surface issues, challenges, barriers, resistance, and conflicts to support the individual. In some cases, coaches will have to deal with clients who resist change and taking action. Following up with partners is an important part of executive coaching.



10. **Evaluating Outcomes**-A critical component to executive coaching is collecting feedback and evaluating success. Collecting feedback helps to create a culture that supports coaching. Some criteria that is used to measuring success to evaluate outcomes are: 1. Identify the level of competence before and after to determine how the executive has improved, 2. Assess how effectively the executive coaching process supported executive development, 3. Determine the level of effectiveness of the coach and coaching relationship, 4. Identify how the executive benefitted from coaching engagement, and 5. Evaluate how executive's performance and behavior impacted business success – i.e., customer satisfaction, retention, engagement, ROI.

For more information regarding our Executive Coaching Certification Program, please contact us at [www.instituteod.com](http://www.instituteod.com), or email at [info@instituteod.com](mailto:info@instituteod.com).

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