

Executive Coaching

It's Not a Perk or a Remedy...It's All About Mutual Success

Sooner or later, your high-level leaders are likely to encounter a situation in which they'll welcome insights and guidance from another successful business leader. It could be a new business challenge, a critical change initiative, a role transition that extends beyond their comfort zone or a team that isn't functioning at full throttle.

Our executive coaches can step in at those times. They'll deliver one-on-one, personalized coaching engagements to address agreed-to organizational and individual needs.

Beyond experience, skills and methodology we understand that the selection of an executive coach often comes down to personal chemistry. BlessingWhite has a diverse cadre of coaches with experience in various functions and industries. In most cases we can offer clients access to a number of experienced coaches in their immediate geography.

Outcomes

- Increased effectiveness and retention of key leaders
- Improved business results
- Retention of leaders' direct reports and colleagues
- Increased senior team effectiveness and cross-functional collaboration

Consultants tell you what you need to know.

Coaches ask you the questions you need to answer for yourself.

The 7 Steps

Our coaching process is designed to deliver **measurable results** using a **seven phase model**

- 1. Scoping for Appropriate Intervention**
Is the need clear? Are alternative solutions possible? Is there commitment by the organization/manager to support the coaching? Are there issues beyond coaching that need to be addressed?
- 2. Matching Client with Coach**
An essential and delicate step in any coaching engagement, this requires skill, judgment, and experience. The success of the coaching engagement depends on finding the right chemistry between the coach and the client.
- 3. Determining Outcomes**
We clarify expectations, roles and objectives with all stakeholders (the client, the client's manager, the HR business partner and the coach).
- 4. Gathering Information**
We gather and assess information about the client's current leadership behavior and potential, challenges, communication style/skills, work/life values, ambitions and personal values, as appropriate.
- 5. Creating and Implementing a Developmental Strategy**
Working together, we establish a tailored action plan designed to identify strengths, development areas, leverage points and desired leadership behavior.
- 6. Measuring Results**
We track success by completion of the action plan and, more importantly, by observable behavior change.
- 7. Closing the Coaching Process**
Establish the overall effectiveness of the process & success of the intervention. Ensure ongoing sustainability of the progress made.

Distinguishing Features

- Proven engagement process for defining desired outcomes, managing expectations and measuring results
- Access to proprietary BlessingWhite research and leadership models
- Individualized formula of assessments, meetings and reports
- Can complement Senior Team Consulting and leadership development processes like Leading Out Loud™
- BlessingWhite senior team members available as coaches

5 reasons to bring in the expert*

External executive coaches can bring greater objectivity, fresher perspectives, higher levels of confidentiality, expertise in assessing sensitive issues, and a breadth of experience in different organizational cultures, industries, and business environments. These five situations might warrant a call to a coach:

1. Objective insights are needed. Senior leaders may benefit from cutting through the “organizational noise” and cultural do’s and don’ts when faced with critical business decisions. An executive coach brings a variety of experiences and expertise through which to view the organization’s situation, strengths, and weaknesses in a different light.

2. There’s limited time and attention from above. Even in the most evolved coaching cultures, the CEO and board members may not have the time or attention needed to coach executives in the leadership pipeline. (Our survey data indicates that 55% of vice presidents do *not* get coached by their manager.) And let’s face it. Not all great leaders are great coaches — yet. An executive coach working with next-generation leaders can help ensure a *successful* succession plan.

3. A perfect storm is brewing. Sometimes leaders find themselves in difficult situations they’ve never encountered. High-visibility change processes, for example, demand highly skilled and focused leaders. If a leader comes from a very different organizational culture or industry — or has inherited significant business challenges — an external coach can help him or her avoid pitfalls.

4. It’s lonely at the top. C-level leaders often have (or feel they have) no one capable and trusted enough to share their challenges, aspirations, and insecurities. An external coach provides a trusted advisory relationship that allows absolute candor and sensitivity.

5. You’re implementing a large-scale leadership development initiative. Best-in-class organizations are designing and launching blended learning for high potentials that include assessments and structured access to learning coaches. If your organization, like most, does not have a ready pool of internal coaches to staff such a high-cost, high-impact initiative, hire external coaches.

**Taken from the BlessingWhite research: The Coaching Conundrum 2009*