



# Executive Coaching

## Our Most Comprehensive 1:1 Coaching Experience

**Typical Duration: 6 Months**

### Overview

Leaders are typically in their seats because of how they operate at their best.

From this premise, our high-touch approach guides your leaders to understand the granular nuances of what “top-of-their game” looks like, starting with the filters that impact how they assess and execute their work choices. Then, we help them learn what “throws them off” in practical terms, allowing them to permanently shift their performance-limiting behaviors and thought patterns.

In our most robust engagement, our Coaches identify your C-suite leaders’ strengths, blind spots, and hard-to-shift behaviors, through frequent interactions, interviews of their key constituents, and at-work shadowing.

With the Coach’s guidance, your leaders broaden their thinking, attuning themselves to both the business and people dimension of every issue that crosses their desk – so that everyone they impact can, and chooses to, do their best work.

### Highlights

- Scheduled weekly conversations – via phone, video, or in-person when possible
- 360 Feedback Assessment - interviews and surveys with 10-16 critical constituents
- Weekly shadowing
- Coaching Feedback Review
- Post-Feedback Action Planning
- Reviewing Emails – on-going, ad-hoc
- Development Plan Review and Coordination with Coachee Manager and/or HRBP
- Review of progress (optional)

*“I’ve received feedback dozens of times over my career and the themes haven’t significantly shifted, despite years of effort and even previous coaches. My coach at EngagedLeadership was the first who helped me see the beliefs that impacted me in a way I knew I needed to change. I have been able to fundamentally alter my responses at work and in my personal life in a way everyone (including and especially me) notices and appreciates.”*

## Milestones And Timeline



## What To Expect

As our most comprehensive engagement, Executive Coaching starts by building a strong foundation for the Coach-Coachee relationship.

- While building rapport and trust, the Coach works to create a complete picture of the Coachee, based on how the Coachee sees themselves and how they are perceived by others.
- After gathering 360-degree Feedback, the Coach will guide the Coachee to devise a development plan.
- As the Coachee executes the plan over the course of the six months, the Coach provides support via scheduled and ad-hoc meetings and shadowing, allowing for real-time feedback, nuanced insights, and regular reinforcement.
- To ensure lasting change, the Coach transitions out of the engagement with a handoff meeting with the Coachee's manager.
- Optional review of progress

## Getting Started

- The Coach and Coachee will speak once or twice weekly, discussing the Coachee's responses to a "Getting Started - Coaching Questionnaire," designed to help the parties build rapport and develop trust.
- They will identify the initial focus of the coaching work and answer any questions the Coachee may have. They will also begin to identify likely participants for the 360 Assessment.
- These conversations will help the Coach understand the Coachee's goals, perspectives, and key experiences; and assess their ability to self-reflect.

## 360/Key Constituent Interviews

We will gather anonymous feedback from 10-16 key team members with a combination of phone interviews and our online assessment tool. This feedback will help the Coach to understand the issues at hand for the Coachee and provide a baseline to help determine progress at the optional end-of-engagement interview.

Interview participants are typically the Coachee's manager, close team members as well as key internal peers and customers. They need to be people who are most important to the Coachee's success, have varied perspectives on their work and, ideally, a mix of working styles.

The second group of participants are more distant constituents, including additional team members, internal customers, and peers. This group will provide written answers to the same questions that are asked verbally, via an online link. This allows us to gather a broad swath of feedback without using days of coaching time

The pool of potential feedback providers is driven primarily by the Coachee and Coach with input from the Coachee's manager (and their HRBP if appropriate). The Coach and Coachee will select the final list with these recommendations in mind, as it is critical that the Coachee feels that they "own" the list and the participants are selected fairly.



## Shadowing

The hallmark feature of our Executive Coaching is our shadowing component, where our Coach observes actual work interactions and provides feedback. This can be done in person, virtual, or via a recording. Shadowing can be the most intimidating part of the process for some leaders; it also is the differentiator in helping the Coachee shift their behavior. Most leaders believe they are an astute observer of the shadows they cast; most leaders aren't nearly as accurate as they believe.

Compared with "self-reporting," the real-time observations of a highly trained coach yield nuanced, concrete feedback that enables the Coachee to achieve results more quickly.

We will join calls, conferences and attend meetings virtually. (In person when possible).

### **Communication Coaching** (email, throughout the engagement)

The Coachee will bcc the Coach on (most of) their email communications throughout the engagement which:

- Increases the Coachee's awareness of their self-expression
- Deepens the Coaches' understanding of the Coachee's written communication style
- Emphasizes the effort required to change behavior.

### **Additional Support** (email / phone/ video, ad hoc, throughout the engagement)

To build momentum and ensure accountability, the Coach is available at any time to discuss current challenges and to help with specific communications.

## Coaching Feedback Review

Once the interviews are complete, the Coach will assemble the core themes and meet with the Coachee to help them deeply understand them. This meeting paves the way for lasting change: When leaders receive feedback from a highly experienced professional, they are far more likely to hear, internalize and – most importantly – act on it, by committing to take the steps to make it happen.

Together the Coach and Coachee will identify the most significant 2 or 3 themes from the feedback and begin to create a Development Plan.

## Post-Feedback Action Planning

The Coach will measure the Coachee's weekly progress, using the Development Plan as a benchmark, along with self-assessment, the Coaches' feedback and coaching from other key constituents.

We recommend that the Coachee share their core development themes and focus with those close to them (their Manager, Talent Partner, teammates, peers, etc.). This allows the Coachee to take control of their own development, by sharing the high-level themes of the feedback, put a stake in the ground around their development commitments and to request ongoing feedback from those around them.

## Development Plan Review With Manager

The Coachee and Coach will also review the themes of the feedback with the Coachee's manager, and sometimes the HR Business Partner. They will meet to confirm which high-level themes they will be addressing over the next several months. This ensures everyone is aligned in terms of the focus for our work and gives the Coachee an opportunity to demonstrate commitment to development.

## Review Of Progress - Optional

- We will conduct a full review of progress for this coaching engagement at a time to be determined at the beginning of the work (typically in the final month).
- The Coachee and Coach will meet with the Manager (and possibly the HRBP) to discuss the progress to date.
- Prior to this review, the Coach will re-interview some of the key team members to get their perspective on progress, to measure the efficacy of our coaching work.

## Coaching Hand-Off Discussion

### Coach/Coachee/Manager

This three-way conversation will allow the Coachee and Coach to bring the Manager into the process, answer their questions and help them understand their role in the Coachee's development plan. This hand-off will transition the Coach out of the engagement.

