

Executive Leadership Coaching

...begins with listening.



LeadPeople

Leadership Coaching Methodology

PREPARATION: Setting the Stage

Identify Key Stakeholders

- Management/Boss, HRBP, Talent Management
- The Coachee (High-potential, Executive Leader)
- Direct Reports, Peers, Others

Understand the Context

- Organizational and Team Dynamics
- Recent Events, Challenges, Concerns, Pressures
- Industry and Market Place Demands
- Individuals' Strengths and Development Needs

Select the Coach

- Executive Coaching Candidate Meets Coach
- Both Mutually Assess “Fit” and “Chemistry”

Begin Contracting

- Define Preliminary Outcomes, Discuss Measures of Success
- Finalize Fees, Invoicing, Statement of Work, Timeline

PHASE ONE: Get Started

Learn Background

- Build Rapport, Working Relationship
- Understand Context (see above)
- Personal and Career History
- Current Challenges, Ambitions, Career Trajectory
- Meet with Boss/Key Stakeholders
- Desired Outcomes from Coaching

Administer and Collect Assessments

- Review Prior Assessments
- Select and Distribute Appropriate Assessments
- Customize and Conduct 360-degree Assessment
- Administer Leadership Personality Assessment(s)
- Include Motivations, Values and Preferences Assessment

Analyze and Debrief Data

- Debrief Leadership/Personality Assessment(s)
 - Strength-based (“the light side”)

- Derailment Risks (“the dark side”)
- Motivations, Values and Preferences (“the inside”)
- Debrief 360-degree Feedback Report
 - Thematic analysis
- Make Connections to Prior Data (e.g., Performance)
- Begin “Behavioral Experiments”

PHASE TWO: Develop the Plan

Begin Development Planning

- Clarify and Simplify Themes for Development
- Identify Key Behaviors to Start, Stop and Continue
- Consider Strengths to Leverage, and “Strengths to Excess”
- Consider Developmental Experiences, Education and Exposure
- Broader Stakeholder Mapping, Key Relationships
- Complete First Draft Development Plan

Align with Stakeholders

- Share Development Plan Draft with Stakeholders
- Conduct Alignment Meeting; Receive Feedback on Plan
- Revise Development Plan
- Create Scorecard to Support Plan

PHASE THREE: Execute the Plan

Learn By Doing (“Action Learning”)

- Execute Development Plan
- Continue to Leverage Behavioral Experiments
- Lead People in New Ways
- Track “Wins, Losses and Missed Opportunities”
- Unlearn Old Habits
- New Roles and Responsibilities
- Ask for Feedback, Minimize Defensiveness
- Have Difficult Conversations
- Use Feedforward

Wrap Up and Handoff

- Leverage Peer Coaching
- Find Mentors
- Gather Stakeholder Support
- *Ad hoc* Follow-up Coaching

COACHING METHODOLOGY

LeadPeople's executive coaching methodology is relatively simple, and based upon best practices. For executive leadership coaching to be most effective, it is critical for key stakeholders to be involved. More importantly, the leader her/himself must be truly engaged and take personal ownership of this unique opportunity for personal and professional development. "Behavioral experiments" and action learning (learning by doing) is where leaders truly grow and develop.



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PHASE ONE

PHASE TWO

PHASE THREE

