

# EXECUTIVE COACHING

*"There is a myth that coaching is for people who are underperforming or in a state of inertia. In fact, coaching is for high achievers and people who want to realise greater amounts of their potential because the truth is that, in today's world, **the more successful you become, the more difficult it is to ... reach your true potential without some form of focused assistance.**"* Tim Gallwey

## Reasons for a coach

A coach can be retained either:

- Confidentially by the individual
- By the employer

In general, organisations provide coaching to:

- Improve the odds that newly promoted managers will be successful
- Develop management and leadership skills among their team
- Address behavioural problems at management level
- Develop the leadership skills of high-potential individuals
- Help leaders resolve interpersonal conflicts among themselves and the team

Personal reasons for a coach:

- Brainstorm with someone who is trusted and not in their chain of command
- Tap inner-strengths
- Become more productive
- Feel better about choices
- Take the career to the next level or next employer
- Change career

## Where coaching can help

Coaching is a supportive and challenging working personal partnership between an individual and his or her coach with benefits for the individual and their organisation.

Ultimately it's about establishing/confirming goals and in their context improving performance by developing skills, confidence and focus.

Coaching focuses on what the individual wants and uses one-on-one coaching sessions to enable the client ***to self-discover, learn and determine their own "answers" – unlike in consulting***, it is the client who determines the goals and commits to their goal, while allowing the coach to help hold them accountable.

## What coaching is not

**Coaching versus mentoring** - coaching is not the transfer of knowledge, insight, wisdom, skills and expertise via instruction, demonstration and collaboration so it is not mentoring.

**Coaching versus consulting** - coaching is not about advising on the way forward, so it is not consulting.

**Coaching versus counselling** - coaching differs dramatically from therapy; coaching does not seek to treat psychological problems, such as depression or anxiety.

Most importantly, **coaching is not about telling.**

## Coaching then is

Coaching is about asking, listening and facilitating the individual's changing perspectives, views, expectations, aspirations and the sense of purpose

Coaching enables individuals to constantly improve their concept of 'best' and to continuously strive for it and take action.

Most importantly, coaching is about the development of action plans to instil behaviours necessary to attainment the desired outcomes.

A coach helps the individual be accountable for the steps towards the agreed goal/s.

## The coaching process

Coaching takes place one-to-one with weekly one hour sessions in person or via an online platform such as SKYPE.

The format of the coaching can be based on an agreed period of time or number of sessions governed by the individual's agenda and needs.

### FIRST COACHING SESSION

First the individual must confirm they are ready and willing to be coached.

Then both the individual and the coach must decide if there is personal chemistry between them as a foundation to building the essential relationship based on trust and rapport.

The issues should be then made very clear.

Next coaching objectives are then discussed and agreed with short term goals in the context of longer term aspirations. If the coach is retained by the employer, to incorporate an organisational dimension, the individual's manager can be involved at the outset.

An important part of this session is the coach gaining an understanding how the individual is working currently, as well as reflecting on their key strengths and challenges.

### **SUBSEQUENT COACHING SESSIONS**

Each session begins with a free five minutes where the individual raises anything on their mind which might be added later to the agenda.

Then the results of the last session's "homework" are reviewed.

This leads to a reconfirmation of the individual's goals, recognising that altering goals is not necessarily undesirable.

In this context the coach supportively challenges the individual's thinking and assumptions as they pursue their goals.

The coach supports the individual to think creatively and develop their thinking to produce realistic and effective tactics and strategies for them and for their organisations.

The coach will focus on execution of intentions, retain emphasis on success and capture learning.

The individual, not the coach, must own the solution or plan so all of this is done by non-threatening questions, NOT by giving direction. The solution that is obvious and appropriate to coach may not be appropriate for the individual because possibly the individual simply cannot bring themselves to do it.

Finally "Homework" for the next week is agreed.

## **And the results speak for themselves**

Coaching is one of the most powerful ways of developing people.

A study of Fortune 1000 companies using coaching showed executives reporting these benefits from the coaching they received:

- An increase in productivity (by 53%)
- Increased customer service (by 39%)
- Increased retention of senior people (by 32%)
- Reduction in costs (by 23%)
- Increased bottom line profitability (by 22%)

The same survey reported that the individuals who received coaching saw improvement in:

- Working relationships with their direct reports
- Working relationships with their manager
- Team-building
- Reduction in conflict
- Business relationships with clients

(Manchester Review, 2001, Vol. 6, 1; and Executive Coaching - With Returns A CFO Could Love, Fortune Magazine February 19, 2001)

The Henley Business School observed that that coaching is the top leadership and development tool with over 80 per cent of organisations intending to use of coaching, with external coaches preferred for executive and senior management.

## Who is a good coach?

A good executive coach is an intelligent, honest and sincere person with substantial real-life business experience and, perhaps most importantly, one who sees coaching as a life mission – an opportunity to help.

*"A coach must have the experience and expertise to quickly grasp a leader's situation, challenge assumptions and choices, and bring credible, fresh ideas to the table." Forbes*

## About me

At age 64 I am an executive coach with over 25 years of coaching experience in Europe and the USA.

A former US Navy Submarine Officer, I went on to high-end sales and sales management of commercial /industrial real estate and then became involved in company turn-arounds where I was privileged to lead teams of 300 individuals of from a multitude of cultures and backgrounds.

In 1996/97 I raced under sail, 33,000 miles west-about around the world, south of Cape Horn and the Cape of Good Hope as crew in COMMERCIAL UNION ASSURANCE in the BT Global Challenge, then known as "the World's Toughest Yacht Race."

*"It is one of the most beautiful compensations of this life that no man can sincerely try to help another without also helping himself." - Ralph Waldo Emerson*

Bransom Bean

[bbean@finefocusing.com](mailto:bbean@finefocusing.com)

+44 7 624 493667

SKYPE: "BBEAN1"