

# Executive Coaching

## External executive coaches for senior leaders

### About executive coaching

Senior leaders can often benefit from the support of an independent sounding board to help them fulfil their potential.

Coaches help their coachees maintain peak performance for longer, deal with the pressures of being a senior executive, and provide support, an objective view and honest feedback.

### Executive coaching is one of the most effective ways of getting senior leaders from good to great.

A leader may also turn to external executive coaching because they are:

- Encountering barriers but aren't sure exactly what is getting in their way
- Needing to accelerate growth and create change in the organisation
- Undertaking new strategies or employing new management structures
- Just creatively working to manage growth and change

### Organisations utilise executive coaching to:

- Improve the performance and efficiency of staff
- Retain high performers
- Enhance the leadership skills of executives
- Improve engagement levels
- Reduce the stress levels associated with leadership roles
- Help senior executives complete a specific project, achieve goals or reach KPI's

### Coaching Structure

Each Results Coaching assignment is structured to meet the distinctive needs of the organisation and coachee, but has a number of key stages.

#### Goals – inspiring achievement

The Results Coaching framework is goal oriented. Following completion of an intake questionnaire, coach and coachee work together, using a well-defined process, to create inspiring goals in up to three distinctly different areas. There are generally two business goals, and a personal goal as the third focus. The coach focuses on ensuring that the goals are ones that the individual feels motivated, rather than pushed, to achieve.

#### Strategies – planning achievement

A key part of the Results Coaching structure is to spend time mapping out what needs to be in place for the goal to be achieved. This provides both a sense of direction and purpose to the coaching and allows progress to be monitored throughout.

### RCS executive coaching programs involve:

- Extensive consultation to understand an organisation's needs
- Assessment of coaches
- Selection of coaches
- Matching processes for coach and coachee
- Orientation of coaches to a specific culture
- A consistent approach to coaching that is suited to senior executives
- Reporting to the organisation through one RCS project manager
- Management of contract and financials through one source
- Measurement of the impact of coaching

Whether you want one coach for one executive or a panel of executive coaches for your senior leaders, we manage the external coaching delivery from initial consultation through to establishment of guidelines and systems for the coaching engagements.

### Actions – making it happen

At the end of each coaching session, the coachee commits to actions between coaching sessions vital to achieving progress towards the agreed goals. The conversations in each session are focused on what was learned delivering on those commitments and what new behaviours or ways of thinking are required. The personal insights generated in these sessions are what sustain the new thinking needed to achieve positive change.

## Step 1: Detailed briefing

We agree on operating principles around issues including finalising the coaching framework, coach selection processes, coach management and coaching reporting frameworks.

## Step 2: Coach selection

RCS have a panel of senior executive coaches to draw from. All coaches provided to a client are extensively briefed and assessed.

Based upon the briefing, RCS will select a small group of coaches that we feel match your needs. The organisation selects the final group of coaches to work with.

RCS will provide sufficient choices of senior coaches to allow the end user of coaching to choose from 2-4 suitable options.

## Step 3: Coach and coachee meet informally to ensure compatibility

This is an interview session where the coach and coachee connect to ensure there is a good match, and the coach answers any questions. If at any point during this session, either the coach or coachee feels that they are not well matched, the coachee can select another coach to work with.

## Step 4: Delivery of coaching

Coaching can be delivered either in person or by telephone. RCS will provide coaches who are local to the executives where possible, to minimise travel needs.

Our coaches have a consistent coaching framework that provides benefits in measurement and management. The Results Coaching System is results-driven, solution focused, and ideal for high performing individuals.

## Step 5: Reporting

RCS have reporting frameworks for the start, middle and end of each coaching engagement. This is managed by the project manager with a dedicated website set up for the project. There are four reports as follows:

### Report 1: Commencement of Coaching

A summary of the goals and objectives of the coaching are provided within 48 hours of the first coaching session.

### Report 2: Mid Series Report

This is a one-page report including coachee-provided feedback on the coaching process so far, any personal and professional developments, and impact on overall performance. This is written by the coachee himself or herself and is shared with the organisation.

### Report 3: Completion Report

The executives are interviewed during the final coaching session to identify the business and or financial impact coaching has had. This includes a summary of the goals achieved, an interview to identify and quantify the financial impact of coaching from the coachee's perspective and a summary of any salient trends that emerged in the engagement.

