

**on coaching...**

*'It involves challenging and supporting people  
to achieve higher levels of performance, and bring out the best in themselves and those around them.  
It involves impacting people's visions and values, and helping them reshape their way of being, thinking, feeling, and acting.  
It involves expanding people's capacity to take effective action.'*  
– Robert Hargrove

**what coaches provide...**

Executive coaches provide a committed, trusting *partnership* designed to help clients realize more fulfilling professional and personal lives. *Executive coaches help executives, and teams, strengthen their performance, increase effectiveness and efficiencies, develop self and organizational awareness, maximize and leverage their talents and competencies, identify and attain goals, expand their leadership capability, improve communications and interpersonal relationships, achieve greater recognition and reward, enhance the quality of their work and their lives.*

Coaches are trained to *listen*, to *observe*, and to *customize* their approach to individual client needs. They seek to *elicit solutions and strategies from the client*; they recognize the client is naturally creative and resourceful. The coach's role is to *provide support* to enhance the skills, competencies, learning edge, creativity, and resources that the client possesses, and has access to, and *encourage rigor* in the way the individual thinks, envisions, plans, and executes.

**what coaching is...**

Coaching is a *partnership* between a coach and an individual, or team, that *supports the achievement of extraordinary results*, based on *goals set by the individual, or team*. Through the coaching relationship, individuals focus on the *skills and actions needed to successfully produce their personally relevant results and improved performance while benefiting the growth of the organizations in which they work*.

Using a process of *active listening and active inquiry*, a coach offers their observations and perceptions, as well as concepts and principles, for the purpose of generating possibilities, and identifying powerful action steps. Through the coaching process, the *clarity* that is needed to support the most *effective actions* is achieved. Coaching *accelerates* the individual's, or team's, progress by providing *greater focus and awareness of possibilities* leading to most effective choices. Coaching concentrates on where the individual is *now*, what they need, choose to do, to get where they want to be in the *future, in their future*.

**the benefits of coaching...**

High-performing individuals and leaders need true and present partners, and they deserve opportunity to have *meaningful conversations in a safe and trusting space* with a partner who will ensure that focus on their needs, commitments, and responsibilities are kept central, assuring support in their challenges to live and lead authentically, and become a more integrated self. Retaining a coach will *accelerate* the development and growth of the individual, and the timetable to achieve the desired goals. Engaging in the coaching process *focuses time and effort* dedicated to pursuing improvement in all relevant and identified areas for growth, development, achievement, and success.

Individuals, and organizations, who engage in coaching relationships should expect to experience *fresh perspectives* on personal and organizational challenges and opportunities, *expanded thinking and decision making*, *enhanced interpersonal effectiveness*, and *increased confidence* in their work, and in their life. Consistent with a commitment to enhancing their individual effectiveness, the executive can expect to see appreciable results in areas of *productivity and execution, achievement of goals relevant to themselves, and their organizations, and personal satisfaction* with their work, their sustained purpose, their passions, their life.

– inspired by the International Coach Federation, with appreciation

***reasons a senior leader, an emerging leader, works with a coach...***

There are many reasons talented individuals, executives, senior management and management teams work with a coach, including...

- There is realization, and acknowledgment, that accelerated growth and development are desired and needed.
- There is desire, or need, for increased self-awareness, and how an individual impacts and influences others.
- There is a highly valued executive with a surfeit of technical skills, and a need for greater balance of interpersonal skills.
- There is a manager who wants, and needs, to be a better one and, importantly, to be a leader.
- There is a solo flyer who will be more if they become a team player.
- There is an heir apparent who needs to build a broader constituency and deepen leadership capability.
- There is succession opportunity, and an acceleration of skill, technique, or style development is critically important before the increased responsibility can be successfully assumed.
- A new leadership role, or a significant stretch, is being undertaken in a new environment.
- There is something at stake, a challenge, an opportunity, and it is compelling, timely, and important to address.
- There is desire and need to bridge the gap in knowledge, skills, confidence, or recognized integration of business and organizational resources.
- There is need and desire to improve communication, style, consistency of behaviors and actions, or inclusiveness.
- There is a critical leader desiring to lead and live with a more managed ego, recognizing the need to be more constructive and have greater impact.
- There is an individual seeking greater empathy and increased capacity to listen, be open to and invite ideas, and desire to include and motivate others more impactfully.
- There is need for course correction, in work or life, due to setback, or an out-of-balance condition or time.
- An individual has a style of relating that needs to be more effective and better received, to support the achievement of personal and organizational goals.
- There is lack of clarity, and there are choices to be made.
- The priorities and goals of the individual need to be better aligned with those of the organization.
- The individual is extremely successful, and success has started to be a barrier to contribution, and impact, or cause discontent in self, and perhaps in others.
- An individual needs to identify his or her core strengths, and how best to leverage them.
- The individual desires work and life to be more manageable, less complicated, increasingly satisfying, mindful, and more fulfilling.
- There is desire to be more purposeful, more mindful, and more in charge of one's self, one's choices, one's successes, owning one's destiny.
- There is a team that needs to strengthen communication and trust, learn to give and receive honest feedback, and become a high performing partnership.

***thoughtful perspectives on coaching...***

'A coach is a person who works with emerging human and organizational forces to tap new energy and purpose, to shape new visions and plans, and to generate desired results.'

– Frederic M. Hudson

'Coaching is the most important servant leadership element in helping people accomplish their goals.'

– Ken Blanchard

'Coaching will become the model for leaders in the future. Coaches teach, mentor, and empower. Whatever shapes the future takes... women and men who guide organizations will be different leaders than the ones we've become used to. They will be maestros, not masters; coaches, not commanders.'

– Warren Bennis

'Nothing happens without personal transformation...'

– W. Edwards Deming