

*A change in observable behavior
is the goal of all coaching.*



*Many executives do not perceive
their work environment as a
psychologically safe place to
explore work-related identities and
behaviors.*



*Rational understanding of
the need for change is
rarely sufficient.*

coaching kaleidoscope

What is Executive Coaching?

We use the term executive coaching to mean guiding individuals and groups in achieving the goals and learning important to them. Coaching optimizes leader's effectiveness in driving organizational change. Executive coaches work in close, trusted partnership with a leader to challenge their thinking and question assumptions. Conversations are shaped by client's agenda. Coaching offers unique space free from the noise of everyday demands and expectations.

Leader's effectiveness can be enhanced by identifying and understanding leader's default settings that include beliefs, emotions, and untested assumptions. The default settings operate often outside one's awareness. Change is long-lasting when people understand and revise their default settings that influence their behaviors, actions and decisions.

Awareness of default settings, allows leaders to gain conscious control over those behaviors. So, rather than trying to eliminate behaviors, it is our belief that leader is most effective when s/he has the widest possible variety of behaviors to choose from. It is better that an individual chooses the most effective response rather than the one that reflexively appears.

Coaches drive transformational changes by creating transitional space - a space where a client can experiment with new behaviors and get fresh perspectives without being afraid of failure or criticism.

executive coaching works!



Why should companies hire executive coaches? What should they look for when hiring?

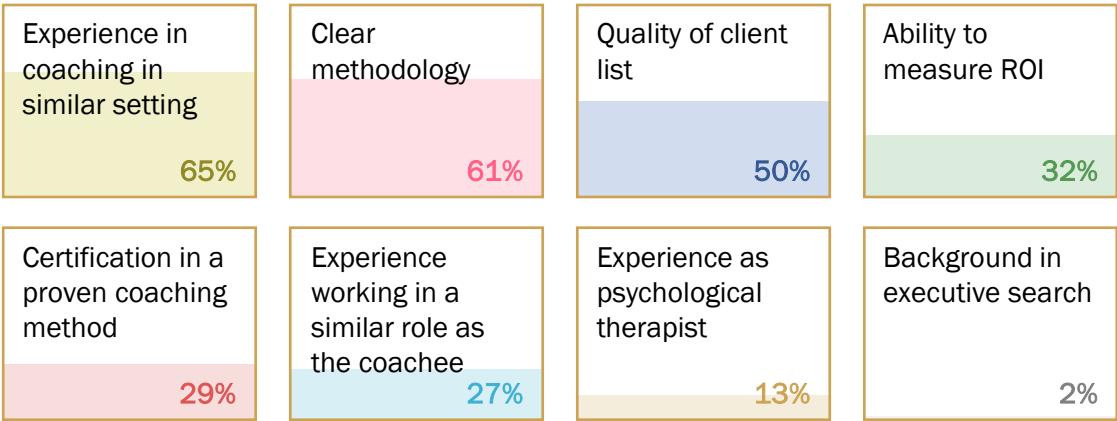
Here's what coaches have to say -

Top 3 reasons coaches are engaged



- 48% Develop high potentials or facilitate transition
- 26% Act as a sounding board
- 12% Address derailing behaviour

Top qualifications to consider when hiring a coach



Source: **What Can Coaches Do for You?** by Diane Coutu and Carol Kauffman. Harvard Business Review, January 2009.
<https://hbr.org/2009/01/what-can-coaches-do-for-you>



According to the recent ICF Global Coaching Client Study conducted by PWC, **86%** of companies say that they made their investments back from executive coaching.



The ROI on coaching is **7 times** the initial investment.



Any coaching intervention takes place at two levels:



The Visible
Actions,
decisions



The Hidden
Interpersonal & systematic forces
that influence beliefs and behaviors



Immutable truths about being human:

- All human behavior, however irrational it may seem, has rational explanation.
- We all have blind spots and defensive routines.
- Our untested assumptions play an important role in determining our identity, actions, thoughts, and behaviors.
- The past is a lens through which we can understand the present and shape the future.
- It is individuals with all their talents and idiosyncrasies make up an organization.

Successful coaching relationship requires a high degree of vulnerability- much more than in a typical business relationship. Vulnerability comes from honesty and humility. If people can't be honest with themselves and their coach, and if they aren't humble enough to recognize how they aren't perfect, they won't get far in a coaching relationship.

You're coachable if you:

- Are honest with yourself
- Show humility to accept your part in the play
- Challenge yourself and work hard
- Demonstrate openness to learning.

When can coaching add value?

When success has created new challenges

When there is a need to accelerate the business results

When leaders are impacted by organizational and business changes

When a gap in knowledge, skills and, behaviors is identified

When an urgent or compelling issue is anticipated (a challenge, stretch goals or opportunity)

Selection of a coach should be driven by the following factors:

- Deep leadership and organizational experience to appreciate the realities of clients' life.
- Ability to build trust and provide psychological safety to clients- a coachee must feel safe to be vulnerable.
- Formal accreditations in coaching from globally reputed institution.
- Expertise in personal transformation, human dynamics and, change management.
- The ethics to maintain strict personal and business confidentiality.

“The only learning which significantly influences behavior is self-discovered learning.”

Carl R Rogers

Role of Learning in Coaching

Each of us have a cognitive map inside our heads- we use these maps to deal with problems and challenges based on our previous experience. When we meet a problem, we fall back on our experience and attempt to address the problem from this mental array of skills and knowledge. Chris Argyris and Donald Schon developed this idea into a theory of learning or theory of action.



THERE ARE THREE TYPES OF LEARNING



Single Loop Learning



Double Loop Learning



Triple Loop Learning

WHEN DOES IT OCCUR?

When we want to fix a problem so that a system can function better.

When we correct the underlying causes behind the problem.

When we learn by reflecting on how we learned in the first place.

WHAT DOES IT CHANGE?

Changes behavior or action to fix or avoid mistakes. It does not change the structure of a system.

After identifying errors, the organizational norms, rules, policies and objectives are reexamined and modified.

Triple-loop learning changes the very DNA of how we think about the problem.

WHEN IS IT USEFUL?

When our current goals, values and strategies are sound, and the emphasis is on techniques and their effectiveness.

Makes us think about our assumptions, mental models and preferred frames of references about a problem.

When we understand how our previous actions created the conditions that led us to our current situations and problems.

WHAT QUESTION DOES IT ANSWER?

WHAT IS THE RIGHT THING TO DO?

ARE WE DOING THE RIGHT THING?

HOW DO WE DECIDE WHAT IS RIGHT?

the coaching process



Assessing Client & Organizational needs

- Client briefing
- Understanding business context
- Client role and expectations



Contracting with Client

- Agreement on coaching goals
- Factoring stakeholder expectations
- Measures of Excellence



Coaching Engagement

- 3As – Awareness, Accountability, Action
- Insights, Inquiry and Reflection
- Action Learning, Active Experimentation & Feedback



Evaluation & Measurement

- Interim Measurements
- On-going feedback and data collection
- Manager Checkpoints



Closure

- Data Collection & Progress Review
- Final Measurements and Report
- Follow-up Actions





**Teachers open the door;
you enter by yourself.**

- A Zen Proverb

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