

**EXECUTIVE COACHING
HOW AND WHEN TO USE IT**
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GOALS

- Open a window on one form of coaching.
- Address the basic questions: What, Why, How, Who?
- Convey how challenging the role is.

ACTIVITIES

1. Overview.
2. Why do coaching? For whom?
3. What is its place in executive development?
4. Potent coaching: steps to take & key leverage points (featuring “Carl Kraft”)
5. What makes for a good coach?
6. Impact: how do we know it makes a difference?
7. Q & A

HANDOUTS

The majority of our content (summarized in overheads) is available at www.kaplandevries.com under the “SIOP Conference” window. Information related to specific clients is not.

Executive Coaching: A Definition

Executive coaching is a partnership between a senior level executive and a service provider (coach) focused on the executive becoming more self aware, followed by the setting of specific goals and then acting on those. This partnership is designed to have the executive better fulfill her potential in her leadership roles and in life more generally.

The Partnership Typically Involves:

- An ongoing, confidential process based on agreed-upon ground rules.
- A sequence of steps: contracting with the client and her key organizational constituents, data gathering, consolidation, goal setting, ongoing consultation in the interest of acting on the goals, measuring and reporting results.
- Using tailored approaches to create a basis for client action, ranging from psychological profiles, analysis of leadership behaviors, defining expectations of key constituents, skill building, and performance improvement.
- The employing organization paying for the service, but the individual executive being the principal client.

POTENT COACHING: NINE SOURCES OF LEVERAGE

1. Don't give away leverage in setting up the work.
2. Use data to get through to the executive. And focus on the role, not just the individual.
 - a. Data collection: use sufficient quantity and variety of data.
 - b. Data reduction: distill the data down to its essence.
3. Use theory—big thoughts—to bring out the significance of the data and to set a strategic direction for the executive's development. But don't force-fit.
 - a. Polarities are especially useful for tying together strengths and weaknesses.
 - b. Two highly relevant polarities: (1) forceful versus enabling leadership, and (2) strategic versus operational leadership.
4. **Help executives internalize their strengths, not just face up to their weaknesses.**
5. Think personal development as well as behavioral change. Caveat: consultants need to be equipped to do this.
 - a. Who I am is how I lead.
 - b. Development is acquiring skills but it is also, for example, overcoming prejudices against underdeveloped skills.
6. Get personally involved. And stay involved, periodically. Combine support and challenge/accountability.
7. Make connections to the executive's life outside of work (cross-validate).
8. Get others involved? Partner with the client's senior management.
9. Be on the lookout for high-risk individuals. They require special handling.

Executive Coaching: Why has it become so popular?

- **1970's and 1980's – educated U.S. executives on leadership**

- **1990's and beyond - a number of driving forces came together to create demand**
- **Complexity in the executive's world**
- **Need to do more with less**
- **Increased understanding of the importance of effective leadership**
- **Lack of role models/mentors**
- **Consultants available to meet the need**

- **The future of executive coaching?**

Who Makes Good Candidates For Coaching?

Decision rule: Big investment by the organization, so what is the return?

Return Versus Cost Ratio

Executive coaching has high payoff potential for:

Individuals who meet two or more of following criteria:

- Play a significant role in the current and future success of the organization.
- Seen by key decision-makers as having the potential for playing larger roles.
- In the midst of and/or about to embark on major job change (for example, just eight months into a new job or about to move to head of a subsidiary).

Who Makes Good Candidates For Coaching?

Decision rule: Big investment by the organization, so what is the return?

Return Versus Cost Ratio

Executive coaching has lower payoff potential for these individuals:

- Consensus has built up that this person must leave the organization, but the decision-makers want to “give her one more chance”
- Successful executives a year or two from retirement

Launching Potent Executive Coaching

Steps

1. CONTACT FROM THE ORGANIZATION—STATE INTENTS, CAPABILITIES.
2. MEET WITH CLIENT—DEFINE POSSIBLE PARTNERSHIP
3. DEFINE AGENDA WITH CLIENT AND SENIOR MANAGER

Principles

- INFORMED CONSENT
- ENGAGE BOTH CLIENT AND HER ORGANIZATION
- DEFINE UNIQUENESS OF COACHING PARTNERSHIP

INVENTORY OF EXECUTIVE ROLES (NOT THE COMPLETE INSTRUMENT)

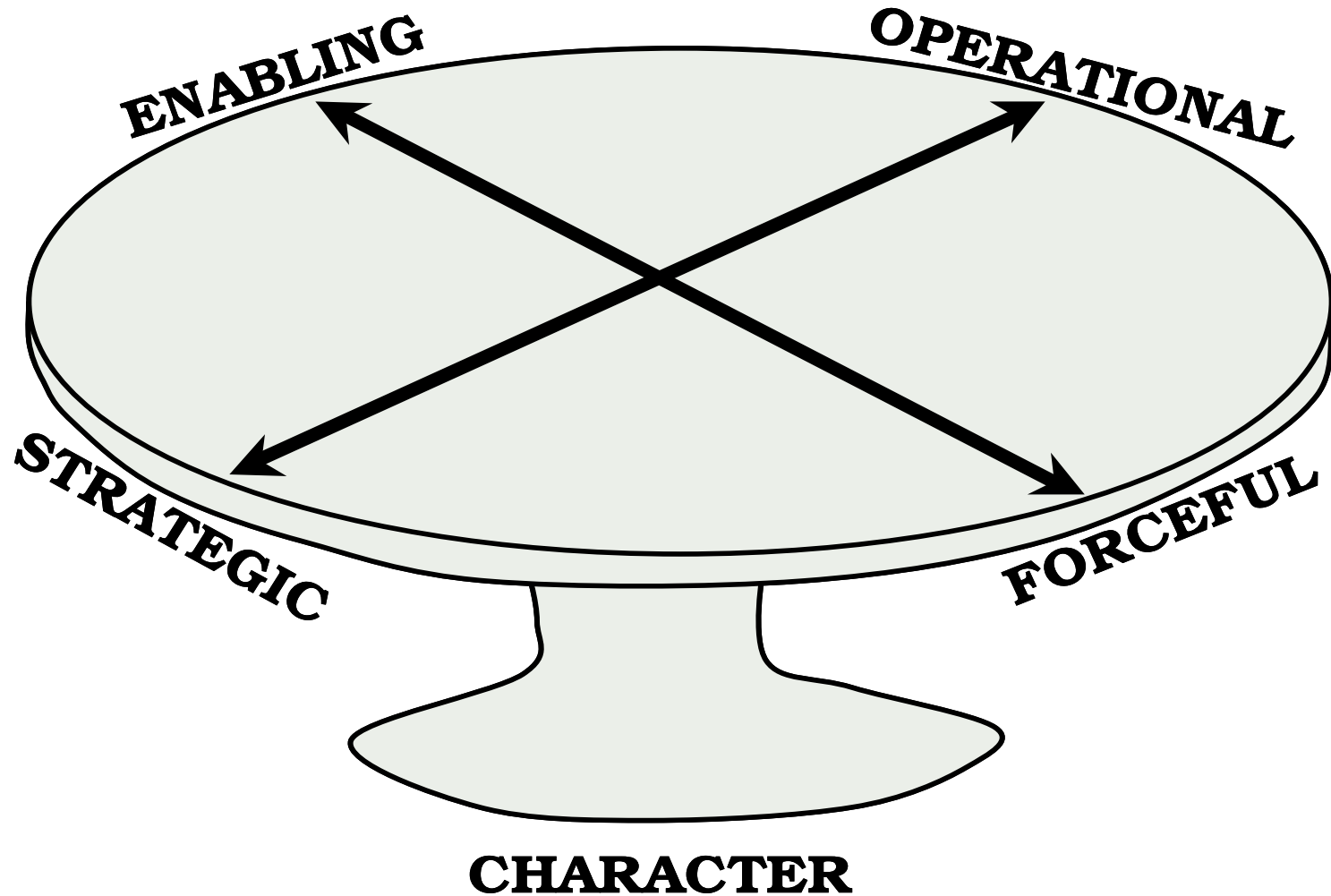
	<i>Too little</i>	<i>The right amount</i>	<i>Too much</i>	
0.5	1	1.5	2	2.5
				3
				3.5

-
- _____ 1. Leads visibly. A strong leader; out in front
 - _____ 2. Enables his/her subordinates to lead. Able to “let go” and give subordinates the latitude to do their jobs.
 - _____ 3. Lets people know clearly and with feeling where he/she stands on issues. Declares himself/herself.
 - _____ 4. Interested in where other people stand on issues. Receptive to their ideas.
 - _____ 5. Makes tough calls—including those that have an adverse effect on people.
 - _____ 6. Compassionate. Responsive to people’s needs and feelings.
 - _____ 7. Makes judgments. Zeros in on what is substandard or is not working—in an individual’s or unit’s performance.
 - _____ 8. Shows appreciation. Makes other people feel good about their contributions. Helps people feel valued.
 - _____ 9. Pushes people hard. Holds them accountable.
 - _____ 10. Is understanding when people are not able to deliver.
 - _____ 11. Forces issues. Puts tough issues on the table even if it makes people uncomfortable.
 - _____ 12. Fosters harmony, contains conflict, defuses tension.

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For more information on this instrument see our paper, "The Forceful and Enabling Polarity: A Fresh Look at an Old Distinction," by Robert E. Kaplan and Robert B. Kaiser, SIOP 2001.

MODEL OF EXECUTIVE LEADERSHIP



FORCEFUL VS ENABLING LEADERSHIP

FORCEFUL LEADERSHIP		ENABLING LEADERSHIP	
Taken to extremes	Virtues	Virtues	Taken to extremes
Dominant and prominent to the point of eclipsing others.	Leads visibly. A strong leader; out in front.	Enables his/her subordinates to lead. Able to “let go” and give subordinates the latitude to do their jobs.	Empowers to a fault. Gives people too much rope.
Other people don’t speak out, aren’t heard.	Lets people know clearly and with feeling where he/she stands on issues. Declares himself/herself.	Interested in where other people stand on issues. Receptive to their ideas.	People don’t know where he/she stands.
Insensitive, callous.	Makes tough calls—including those that have an adverse effect on people.	Compassionate. Responsive to people’s needs and feelings.	Overly accommodating. Nice to people at the expense of the work.
Harshly judgmental. Dismisses the contributions of others.	Makes judgments. Zeros in on what is substandard or is not working—in an individual’s or unit’s performance.	Shows appreciation. Makes other people feel good about their contributions. Helps people feel valued.	Gives false praise or praises indiscriminately.
Pushes too hard. Demands the impossible. Risks burnout.	Pushes people hard. Holds them accountable.	Is understanding when people are not able to deliver.	Too understanding. Doesn’t expect enough.
Confrontational. Lacks finesse. Abrasive.	Forces issues. Puts tough issues on the table even if it makes people uncomfortable.	Fosters harmony, contains conflict, defuses tension.	Avoids conflict. Shies away from confronting performance problems.

Follow Up In Potent Executive Coaching

Steps

- Regular contact with client (ranging from weekly to monthly), via face-to-face meetings, telephone calls, email exchanges.
- Solicit feedback on perceived changes—minimally once between 9 and 12 months after goals have been set.
- Address the question of whether the relationship should continue and if so, on what basis.

Principles Of Potent Follow Up

- Be flexible in using a variety of tools in the ongoing work with the client: Problem solving and planning, envisioning, role playing, facilitating key relationships, clarifying roles, priorities with key constituents, career coaching, referral to other helping professionals.
- Create a supportive community around the client informed about and committed to her agenda for change: The coach is supplemented by the client's manager, HR contact, spouse, immediate direct reports.
- Build in accountability for both the client and the coach: Share with key constituents the learning and goals set. Solicit feedback from key constituents on periodic basis. Client receives the feedback and shares summary of it with her manager.
- As coaches we should continue to focus on keeping the relationship strong by showing the client our focus is on her best interests, celebrating successes, being patient with the iterative nature of human learning and confronting the client when she is engaging in thinking or action inconsistent with her stated goals.

What Makes For A Good Coach?

- **Authenticity**
 - lives out values espoused, also an active learner, genuine

- **Delivery skills**
 - ability to plan, implement and manage the coaching relationship

- **Values**
 - confidentiality, ethics, lack gender/culture bias

- **Interpersonal skills**
 - listening, challenging, rapport building, trusting, compassionate

- **Credibility**
 - track record, education, knowledge of: business, assessment, change, learning

- **Executive presence**
 - professional style, articulate, confident, ability to work with strong egos

A-D-V-I-C-E

Coach Derailers – A Client Perspective

Personality

- Large ego – more focused on self, what he/she has to offer than client's needs; believes he/she has all the answers
- Lack of sincerity, willingness to be vulnerable

Professional role

- More focused on building additional business than meeting client's needs
- Willing to take on any opportunity regardless of qualifications, best interest of organization
- Building a narrow track record (fix-its, individuals leaving the organization, etc.)

Process

- Pre-determined plan, cookie cutter approach
- Lack of willingness to take a stand, make an impact
- Unable to adapt to the path the relationship takes
- Unable to build a helping relationship

How to Find Executive Coaches

- Referral
- Large providers of executive coaching or related services (PDI, CCL)
- Coaching organizations (e.g., International Coach Federation, The Executive Coaching Forum of Boston)
- Societies with members that provide executive coaching services (e.g., Society of Professional Consultants, Division 13 – Society for Consulting Psychologists, Division 14 – SIOP)
- Executive coaching superusers/providers
- _____

IMPACT of Coaching: Key Steps In How Leaders Change

When evaluating the impact of an executive coaching assignment, look at the efficacy of each of the six-steps essential to “potent, high impact” coaching:

1. Build Strong Partnership Between Coach and Client

- Criteria: client is engaged, trusts the coach, an agreed upon process is elaborated and followed by both parties.

2. Expand Client’s Self Awareness: Leadership And Larger Life Issues

- Criteria: client is active partner in, may even lead the process of integrating the perceptions of others into a coherent whole. What level of new insights/knowledge regarding strengths/weaknesses were created in the client?

3. Client Establishes Goals/Intent To Change

- Criteria: level of rigor and honesty of the client’s framing of her leadership strengths and limitations and the centrality of the issues she has chosen to focus on. To what extent does the client internalize a need for change and dedicate energy to it?

4. Client Launches Change Cycle: Monitor Self/Try New Behavior/Feedback From Self And Environment.

- Criteria: evidence of the client’s experimenting with how she thinks and acts about the issues she identified.

- Continues on next page -

IMPACT of Coaching: Key Steps In How Leaders Change

5. Client Creates Longstanding Changes In How She Thinks About And Actually Carries Out Her Leadership

- Criteria: Spotcheck indicators: how much do others see the client as acting on the goals she set for herself? Do they also see a pattern of using the “change cycle” (see Step 4)? Is the client supporting the growth in leadership of others in her organization?

6. The Organization the Client Leads Becomes More Vital, More Sustainable

- Criteria: develop these from the client herself and other, more senior managers—what do they look at to answer the question, “Is this unit she is responsible contributing more to our organization, both short-term and for the longer term?” These can include a variety of individual and organization level effectiveness measures, such as, “more of a team player, generates a more viable vision for the unit, improving the track record in meeting unit level business goals, etc.”

MEASURING IMPACT—KEY REALITIES

- To date there are no rigorous studies documenting behavioral effects and in turn organizational impacts of executive coaching? This is a needed investment in our field and for two reasons: gives us a chance to continuously improve and the clients will increasingly ask for it.
- Evaluating the efficacy of each step is a central, not peripheral part of being a coach. The more intentional and transparent that methodology is the more potent the coaching can be.

Conundrums Of Being An Executive Coach

- Because you may be doing “Important But Not Urgent” work with the client, feeling jerked around by a pattern of last minute cancellations.
- Particular meetings with the client in which your principal function is to elicit a torrent of words and emotions and withstand it.
- Realization that the client’s boss is in fact reinforcing the client for being dysfunctional, and is not willing to change that relationship.
- A client inaccurately believes you have violated the confidentiality by sharing an opinion of her with the CEO and there being no way for you to establish the truth.

The Unique Role of Executive Coaching

