

Some Benefits:

It is increasingly recognized that Individuals and groups perform better with coaching and this performance translates into business results. Some of the specific ways in which coaching is beneficial include the following:

- **Coaching for leadership** impacts companies through increased productivity, improved communication, increased staff commitment and loyalty and decreased levels of stress and tension.
- Coaching assists individuals to remain loyal and committed to the company in the face of demanding global business hours, language barriers, differing work ethics and economic fluctuations.

Coaching can help prevent executive derailment, which, as some studies suggest, can be as high as thirty-three per cent for senior executives.

- Coaching helps managers develop better interpersonal skills. Some common reasons for interpersonal conflict include executives being too abrasive, too controlling and too isolated. Coaches work with executives to explore these behaviours, to recognize and regulate their self-defeating beliefs, assumptions and actions.
- Coaching helps leaders to think and plan more strategically, to manage risk more effectively, to create and communicate vision and mission.
- Coaching aids in developing a culture of trust, commitment and personal responsibility both internally and with the external world of clients and customers.
- Coaching enables the executive or manager to leverage his or her personal power more effectively.
- Coaching can develop those leadership qualities that have been empirically proven to be associated with success. These include: cognitive capacity, social capacities, personality style, motivation, knowledge and expertise.

The breadth of executive coaching makes it impossible to nominate all areas the coach and coachee can explore. However, the following is a list of some of the major intervention areas of executive coaching:

- **When there is a change in structure and an individual executive needs new skills for a new position**
- **The high potential manager being groomed for promotion**
- **High performing executives whose personality style impacts negatively on his or her relationship with peers, staff and clients**

- Executives wishing to develop their career paths and prospects
- As a follow-on to 360-degree performance appraisals
- Increasing the individuals' capacity to manage an organization – planning, organizing, controlling, visioning, developing others etc.
- Increasing the executive's psychological and social mastery skills, such as self-awareness, recognition of "blind spots" and defences, limiting thoughts and emotional effectiveness
- Improving the executive's balance between work and life demands.
- Leadership, management and team building skills
- Working more effectively within a changing organizational structure
- Working with a leader to coach others in transition

Types of Executive Coaching:

As noted in the book, ['The Complete Guide to Coaching at Work'](#), the authors (Skiffington and Zeus) have found Witherspoon's typology of executive coaching to be useful:

Coaching for skills helps the executive learn specific skills, abilities and perspectives over a period of several weeks or months. The skills to be learned are usually clear at the outset and are typically related to skills associated with an executive assuming new or different responsibilities.

Coaching for performance focuses on the executive's effectiveness in his or her current position. Frequently it involves coaching for one or more management or leadership competencies, such as communicating vision, team building or delegation.

Coaching for development refers to coaching interventions that explore and enhance the executive's competencies and characteristics required for a future job or role. It can be associated with outplacements, restructuring and reengineering in the organization.

Coaching for the executive's agenda generally entails working with an executive on any personal or organizational concerns he or she may have. It can focus on issues surrounding the executive, such as change and company downsizing. Personal issues are more likely to arise in this type of coaching.

Executive coaches can also work with training managers to formalize coaching in their leadership roles and become "manager as coach".

Some Case Studies:

CASE STUDY 1.- TRAIN THE INTERNAL ORG. COACH PROGRAM

This Coaching Program was developed to address a Defence Forces Training Department's specific needs.

The Trainers teach over a thousand personnel a year. The focus of the program was to certify the trainers as coaches and thereby: increase the effectiveness of their training methods by enhancing the delivery and retention of the subject matter - be it soft skills or technical information, improve their ability to establish rapport, trust and credibility and improve their ability to adapt their teaching style to the students learning styles thus enabling their students to easily apply the newly learnt information.

All the participants were assessed giving them an understanding of their own unique learning, communication, problem-solving and teaching styles (which was used as a basis for them to develop even more flexible teaching styles).

The tailored program, conducted over 3 months, used a combination of distance-learning modules, including pre-study of course manual and set reading material, followed by 4, two-day Intensive Group Workshops and individual follow-up coaching sessions.

CASE STUDY 2. - EXECUTIVE COACHING

A Coaching program was developed to address a Senior Management Team's specific needs to: be more 'Transformational', 'Emotionally Intelligent' in their leadership style, to improve their behavioral flexibility and improve their cross functional effectiveness. The program was delivered through team workshops addressing common workplace issues and one to one personal developmental coaching sessions focusing on under-performance issues. Results were benchmarked and linked to measurable changes in behavior.

The Assessment instruments provided information on the coachees: Leadership style, Problem-Solving style, Stress levels, and their Emotional Aspects - their strengths and developmental areas.

The program was over a twelve month period starting with a number of one-to-one sessions. The team workshops were followed by one-to-one coaching driven by the needs of the individual coachees.

CASE STUDY 3. - BUSINESS COACHING

A Customized Development Program for Managers, Senior Doctors and Nurse Managers in a Private Hospital Group.

The program had to take into the account the acute lack of time staff have for position development and an expanding network of new hospitals. The staff identified a need to be more effective in the management and utilization of change, more 'Transformational' in their leadership style and more confident and assertive in their handling of conflict. Emphasis was also placed on the values and culture of the organization as well as skills.

A mix of team workshops, one-to-one coaching and action learning projects were developed. It was agreed that no one within the group should have access to an individual's assessment report. The feedback was facilitated only to the coachee and a self development plan/coaching cycle was agreed to.

Some objectives were to: improve cross functional effectiveness - as a team and individually, develop an awareness of their behavioral style and address areas which may cause them to under-perform, understand the nature of Change and Transition and be able to anticipate and manage both elements proactively and to design a competency framework which reflected the values and ethos of the organization.

📁 *Harvard Business Review article - Benefits of Manager as Coach in Sears:*

...They set up rigorous measurements for (among other things) employee attitude and satisfaction. Their statistics showed that consistently as the quality of management improved, so did employee attitudes, and then customer satisfaction. The numbers showed that "a 5 point improvement in employee attitudes will drive a 1.3 point improvement in customer satisfaction, which in turn will drive a 0.5% improvement in revenue growth." In a billion dollar company, 0.5% increase in revenue is substantial.

Sears learned that when their managers fully value and develop their employees (i.e., using the Manager as Coach approach), they could confidently predict future revenue growth in a particular district. When employee satisfaction increased 5%, revenue growth in a particular store increased by 5.5%. - *Harvard Business Review* -CDG