

Executive Coaching

What is it and what are its benefits?

Nadine Greiner, Ph.D.

**DrNadine**
organization development
on target solutions

Learn More About ATD



ASTD changed its name to ATD to meet the growing needs of a dynamic, global profession.

[About Us](#) | [Terms of Use](#) | [Privacy Policy](#) | [Cookie Policy](#) | [Jobs at ATD](#)

[ATD Job Bank](#) | [Chapters](#) | [ATD Global](#) | [ATD Press Room](#)

[Partner With Us](#) | [Contact Us](#)

Helping Professionals to Develop Talent in the Workplace.

1640 King Street, Alexandria, VA 22304, USA

OVERVIEW

What is Executive Coaching NOT

What IS Executive Coaching

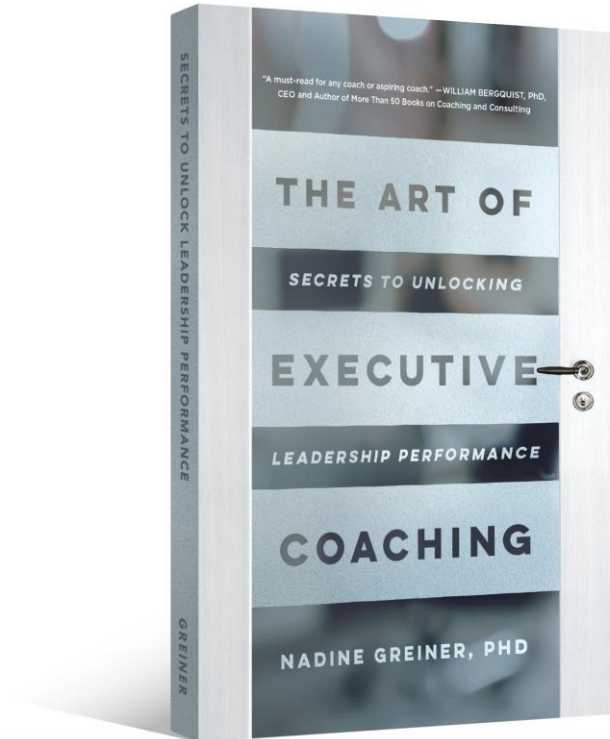
What are the benefits of Executive Coaching

What is the process of Executive Coaching

How do I become an Executive Coach

Questions and Answers

INTRODUCTION



 **DrNadine**
organization development
on target solutions



Nadine Greiner, Ph.D.
Chief Executive Officer
On Target Solutions

San Francisco
(415) 861-8383

www.DrNadine.com
<https://www.linkedin.com/in/nadinegreiner>
DrNadine@GMail.com

www.DrNadine.com

WATCH & LEARN
webcasts **atd**

WHAT IS EXECUTIVE COACHING NOT?

Executive coaches are **not life coaches, psychiatrists, or business consultants.**

01

Life coaches, for example, are often charged with helping clients grapple with personal issues (improving personal relationships, finding greater meaning in life, and becoming more financially stable, for instance).

02

Psychiatrists are tasked with helping clients overcome psychiatric disorders requiring medication, such as clinical depression or anxiety.

03

Business consultants are focused on assisting clients in solving multifaceted and complex business problems (supply chain optimization or attaining regulatory compliance, for example).

WHAT IS EXECUTIVE COACHING?



Executive coaching is a professional relationship between a prepared and professional executive **coach** and a client, whose goal is to augment the client's leadership performance.

WHAT IS AN EXECUTIVE COACH?



An executive coach is a qualified professional who works with executives and others to:

- ❖ gain self-awareness
- ❖ clarify goals
- ❖ achieve their development objectives
- ❖ unlock their leadership potential

...that impacts the business in a transformative way.

WHAT IS AN EXECUTIVE COACH?

An executive coach **also**

- ❖ advises from the perspective of personal executive experience
- ❖ provides expertise on market trends and technical matters
- ❖ provides referrals/network
- ❖ handles clinical psychological issues

...that impacts the business in a **more** transformative way.



WHAT ARE THE BENEFITS OF EXECUTIVE COACHING?

"I absolutely believe that people, unless coached, never reach their maximum capabilities."

Bob Nardelli, former CEO of Home Depot



WHAT ARE THE BENEFITS OF EXECUTIVE COACHING?



1. Augmented self-awareness and reputation
2. Increased opportunities for feedback
3. Heightened decision making and leading change
4. Accelerated career advancement
5. Propelled results and organizational shifts
6. Demonstrating leadership from the front
7. Investing in and modeling effective leadership at the top

WHAT ARE THE BENEFITS OF EXECUTIVE COACHING?

Enhancing
self-management
skills.



Each Client is Different

...yet the same

60%

Board of Directors

Company wrestling with governance, strategy, board structure, directors' focus, and behavior.

CEO

New or expanded position, smart execution, complex data and decisions, board dynamics, little time to develop leaders or A team passion for business or product.



40%

Vice President

Focus changing from department to organization. Culture, implementation, peer relationships, budgets, projects, organization-wide prioritization.

Manager/High Potential

Crossing the line into management, presence, concepts, corporate skills (HR, IT, Finance), engaging teams, performance, standards, communication.

Each client needs executive coaching

Our Ideal Client

Executives who are trying to change something or themselves and have P&L or access to funds, which amounts to the same thing



Our Ideal Client



Partnership



First impressions

Social media, reputation, presence

Relationship

You are committed to help them, because that's your profession. They should be committed to



Honesty

Executives are in the business of leading others. In this case, this executive is looking for you to lead them.

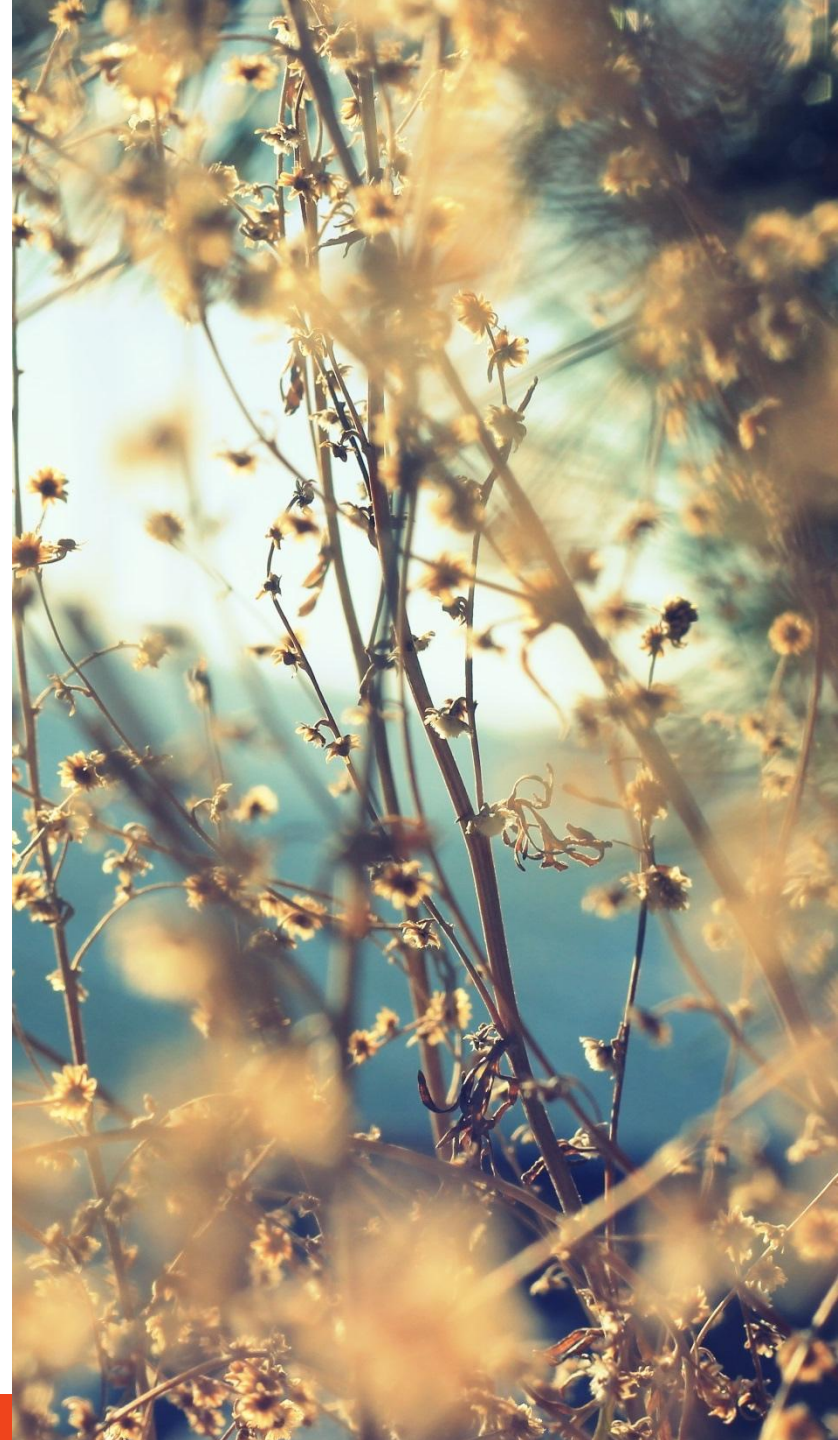
Processes and Solutions

Research the company, the executive, the history, and any personal connection. The 4 steps of executive coaching.

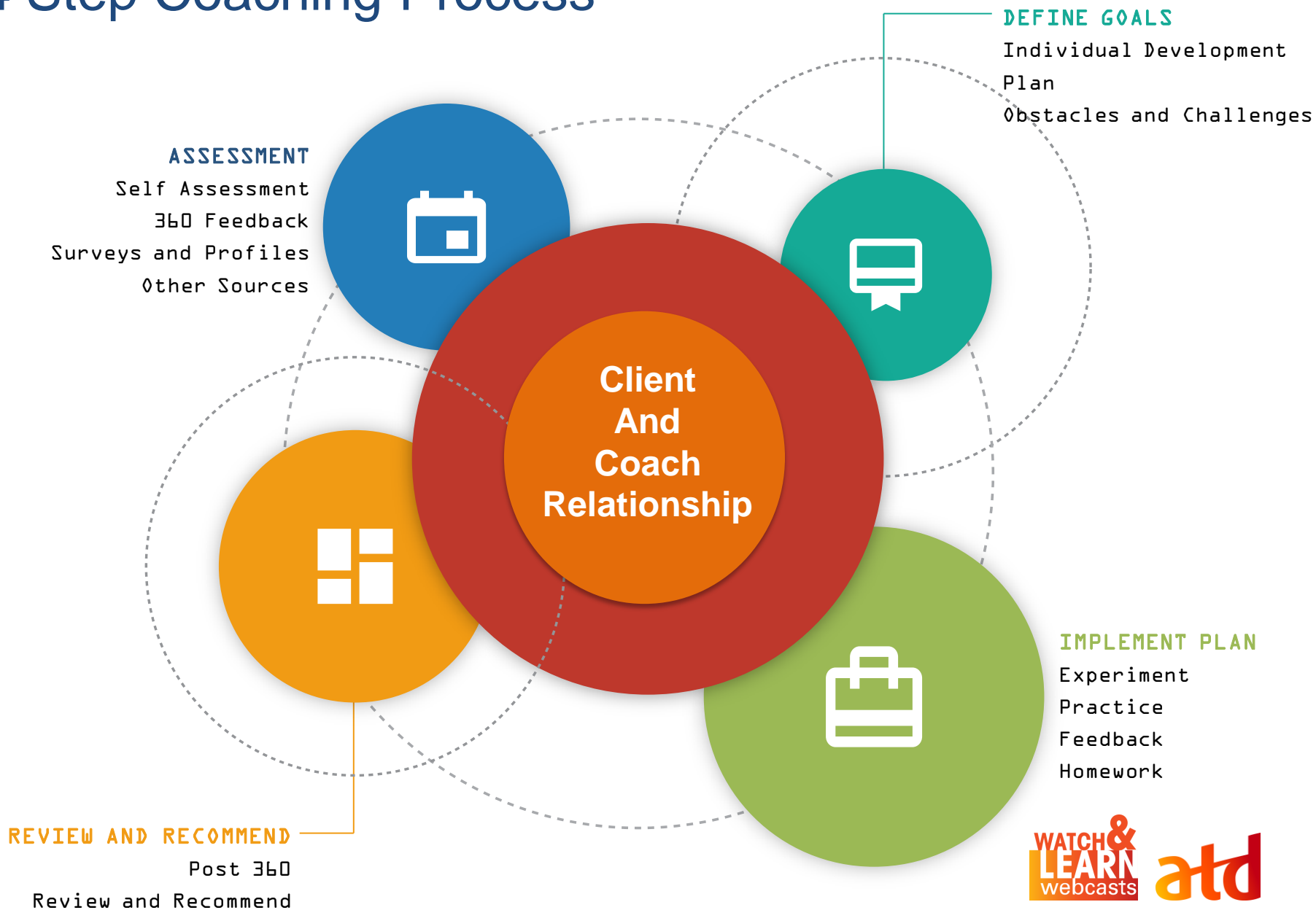


Success stories

Describe the leader's situation, what you two worked on, and the outcomes. Credit goes to the executive.



4 Step Coaching Process



Assessment



SELF ASSESSMENT

Understand the executive's perspective as they see it
Their areas of strength
Areas to focus on

360 FEEDBACK

Understand how the executive is perceived and evaluated
What to do more of,
less of, start, stop



SURVEYS & PROFILES

Personality, psychological, and performance assessments

OTHER SOURCES

Strategic plan
Performance review
Employee engagement data



Goals



INDIVIDUAL DEVELOPMENT PLAN

Agree on competencies, skills, behaviors, and measures of success

Agree on timelines and processes
Identify resources

OBSTACLES AND CHALLENGES

Identify what can get in the way of success



PLAN FOR OBSTACLES

Plan for eventual barriers, derailers

SHARE

Strategic plan
Performance review
Employee engagement data



COME OVER HERE!

HOW?



Implementation



EXPERIMENT

Try new ways of leading
Start new behaviors
Strengthen skills

FEEL AND PRACTICE

Standard work
Engrain new executive
competencies



FEEDBACK

Provide ample feedback and
support
Tackle barriers immediately
Continuously shape motivation

HOMEWORK

Regular cadence of new
and enforcing
behaviors



Review And Recommend



POST 360

- Agree on competencies, skills, behaviors, and measures of success
- Agree on timelines and processes
- Identify resources

DOCUMENT & CELEBRATE

- Addendum to original assessment
- Separate document
- Shared



PLAN FOR SLIPS

- Continue to enlist colleagues
- Identify support

SAY GOODBYE

- Reminisce
- Reflect
- Thoughtfully



HIRE YOUR OWN COACH



HOW DO I BECOME A EXECUTIVE COACH?

There is no degree or special training required.



ATD recommends the ICF-approved coaching certification with CEU credits, resources, post-graduate opportunities, and free continuing education.

Offering quality coach training on the 11 Core Competencies of a Coach, the Center for Coaching Certification (CCC) is the only ICF-approved program accredited by IACET to offer CEUs. CCC provides professional support with a robust suite of tools, post-graduate opportunities and support, and free continuing education.

Newsletter sign-up:

<https://www.coachcert.com/coach-certification-newsletter.html>

Contact Us:

<https://www.coachcert.com/contact-us.html>



HOW DO I BECOME AN EXECUTIVE COACH?

There are multiple programs available, and ATD recommends a couple as we have seen.

Most executive coaches fail. Even those who are great marketeers. Because it takes more than taking a program.

In order to stand the very best chance of succeeding, research shows that the following helps executive coaches succeed in helping their clients:

- Experience in similar executive positions
- Clear executive coaching methodology and tools
- Expertise in psychology
- Ability to engage deeply

WHAT TO LOOK FOR IN AN EXECUTIVE COACH

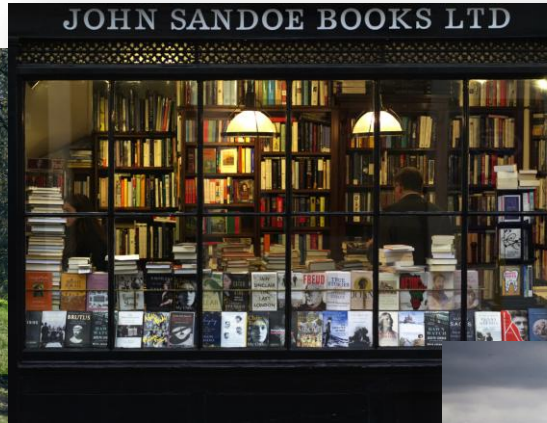
The Harvard Business Review and Carol Kauffman of Harvard Medical School surveyed 140 professional coaches and asked what qualification to look for in an executive coach. These are the results.



POV

If you love life, don't waste time, for time is what life is made up of.

Bruce Lee



How would I spend my free time?



REVIEW



- What is Executive Coaching NOT
- What IS Executive Coaching
- What are the benefits of Executive Coaching
- What is the process of Executive Coaching
- How do I become an Executive Coach
- Questions and Answers



WAIT!

One last thing:

Follow ATD @atd

Follow <https://www.td.org/user/about/NadineGreiner,Ph.D.>

Follow @DrNadineGreiner

LinkedIn NadineGreiner



Nadine Greiner, Ph.D.
Chief Executive Officer
On Target Solutions

San Francisco
(415) 861-8383

www.DrNadine.com
<https://www.linkedin.com/in/nadinegreiner>
DrNadine@GMail.com

 **DrNadine**
organization development
on target solutions

www.DrNadine.com

**WATCH &
LEARN**
webcasts **atd**