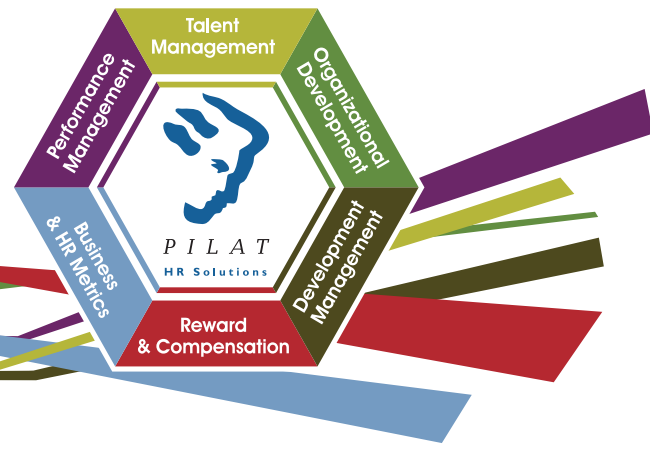


DEVELOPMENT MANAGEMENT



EXECUTIVE COACHING

FOR LEADERSHIP DEVELOPMENT AND IMPROVED EFFECTIVENESS

Overview

Executive coaching enables valued executives to develop the skills that they need to lead the organisation in fulfilling its vision and goals. Coaching strategies focus on identifying and clearing barriers, addressing the performance gaps between where people are and where they need to be and unlocking their potential. This is most relevant when key executives find themselves in a critical management or leadership role for which their technical skills, business knowledge and experience do not fully prepare them.

Executive coaching specifically focuses on a need to change or improve, and provides a personalised, flexible approach that challenges the individual. It is centred on real business issues in a confidential and safe environment, led by an independent coach.

The Coach's Role

Coaches serve as facilitators, motivators, consultants and sounding boards dealing with business goals, people interaction and self-management issues. Behaviour change will often be a key focus. The coach's role is not that of a therapist; it is not about unraveling personalities, but building the awareness and confidence to enable people to do things differently in the workplace.

Typical Executive Coaching Arching Areas:

- Leadership issues
- Translating strategy into practice
- Making vision and values real
- Culture change
- Business process improvement
- Mergers and acquisitions
- Conflict resolution
- Managing emotions
- Time management
- Succession planning
- Work/life balance
- Managing cross-culturally
- Outplacement
- Influencing strategies
- Handling difficult people
- Communication issues
- Career planning
- Managing upward

Benefits

Typically, executive coaching consists of a series of structured, one-to-one, interactions between a coach and an executive aimed at enhancing the executive's performance in their current job, or in preparing for a future job. Coaching meetings are often conducted every three to four weeks over a period of six months to a year.

Meetings start with greater frequency, and then taper off as the participant absorbs new skills and incorporates them into his/her leadership style.



The steps include:

Step 1 - Exploration

Initial exploration is conducted to identify expectations (the individual's and others') of the coaching process. If it appears as though these can be met through coaching, the process moves forward.

Step 2 - Assessments

Assessments are conducted using a variety of tools, depending on the individual situation. These can include:

- Extensive participant interview examining work history, attitudes, values, interests and aspirations
- Business-focused psychometric instruments
- 360° feedback based on competencies that define critical success for the individual

Step 3 - Feedback & Interpretation

Based on data gathered during the assessment, a report is prepared that is shared in an interactive session with the participant. Perceptions and behavioural gaps are identified.

Step 4 - Fostering Commitment

Fostering commitment is achieved together, as the individual and coach identify desired behaviours, which are then converted into a customised development plan. This considers the participant's skill level, motivation, and learning style, as well as the demands of the position. The step helps create commitment to the process.

Step 5 - Building Competence

Building competence by helping the participant reach the developmental goals identified and interact more effectively within the context of his/her specific circumstances. Under the guidance of the executive coach, the participant applies new skills and insights to solve the people, political and organisational problems he/she faces.

Step 6 - Integration

Integration between the new behaviours and improved job performance has been established. Thus, as the new behaviours are practised and continue to develop on the job, the participant realigns their own workplace processes incorporating the new competencies.

Step 7 - Reassessment

Reassessing performance to monitor progress and determine future action.

POWERING PERFORMANCE & POTENTIAL

Pilat Europe Limited
29 Hendon Lane
London N3 1PZ
United Kingdom
Telephone: +44 20 8343 3433
Fax: +44 20 8343 4656
E-mail: info@pilat.com

Pilat North America Inc.
496 Route 22 West
Lebanon NJ 08833
USA
Telephone: +1 800 338 9701
Fax: +1 908 823 9438
E-mail: info@pilat-nai.com

powered by
HR PULSE™

GAUGE™

© Pilat Europe Ltd 2006. 0307