LER Alumni Presentation

Executive Coaching
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Today’s Talk

Executive Coaching...Some Background

Purpose & Focus Areas

Role of a Coach

Selecting a Coach

Selecting a Coachee

My Coaching Methodology

Case Studies

Q&A
Executive Coaching Background

- Explosive growth in industry since 90s
- Corporations investing heavily as a supplement to traditional leadership development programs
- No regulating authority...ICF playing role
- Shift from poor performers to high potentials
- 2009 HBR Survey (Kauffman)
- 2008 i4cp & AMA study
ICF defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential, which is particularly important in today's uncertain and complex environment.
Or in short....

Supporting and challenging individuals to lead (and live) as their BEST SELVES.

Healthy striving is self-focused “how can I improve.”
Perfectionism is other-focused “what will they think?”
Brené Brown, PhD.
Reasons for Coaching

- Develop high potential executives
- Transition leaders into bigger or new roles
- Provide confidential support to senior leaders
- Elevate a leader’s skillset in a specific area
- Address an area of concern (behavioral)

Clear purpose leads to higher success rate.
The real reason corporations invest in coaching....
To create value for the business.
Common Coaching Areas

Communication
Relationships
Team management
Executive presence
Role transitions
Emotional reactions
Collaboration
Time management
Innovation strategy
Big picture thinking
Presentation style
People development

Stress management
Energy management
Prioritization
Influencing
Presence
Perfectionism
Confidence
Authenticity
Personal brand
Navigating politics
Integrity / trust
Limiting habits
External vs. Internal Coaches

External
+ Senior Executives
+ Confidentiality
+ Coachee drives agenda
+ Transparent feedback
+ Investment in future
+ Unbiased viewpoint
+ Longer term growth
+ High priority

Internal
+ Junior leaders
+ Mostly confidential
+ Organization drives agenda
+ Filtered feedback
+ Cost-effective
+ Exposure / visibility
+ Targeting a specific skill
+ General career growth
Role of an External Coach

✓ Model high integrity
✓ Listen deeply, observe & reflect back
✓ Directly communicate honest feedback
✓ Provide fierce support (empathy) while challenging client outside of comfort zone
✓ Call client out - accountability
✓ Offer tools and structure
✓ Allow client to generate solutions
✓ Stimulate new thought

Serving not Pleasing
Selecting a Coach

- Credentials
- Chemistry
- Trust-worthy reputation – REFERRALS
- Authenticity
- HR preview – experience the coaching yourself
- Know that what you want may not be what you need
Selecting a Coach

- Experience coaching in similar setting: 65%
- Clear methodology: 61%
- Quality of client list: 50%
- Ability to measure ROI: 32%
- Certification in a proven coaching method: 29%
- Experience working in a similar role as the coachee: 27%
- Experience as psychological therapist: 13%
- Background in executive search: 2%

(Percentages of respondents who ranked these qualifications as "very important")
Selecting a Coachee

COMMITMENT

200%
Assess State of Mind

Optimistic
Responsible risk-taking
Open-minded
Creative
Trusting
Collaborative
Accountable
Confident
Growth Mindset*

Insecure
Pessimistic
Skeptical
Fearful
Blaming
Scarcity / Risk Averse
Siloed
Protective
Victimized
Fixed Mindset*

*Mindset: The New Psychology of Success
Carol Dweck
10% of life is made up of what happens to you. 90% of life is decided by how you react.

Steven Covey
Typical Engagements

- Corporate sponsored
- Typically 6-12 months, but can be ongoing
- Fees ~$10K – 250K+...Hourly less common
- Strict confidentiality – agree on what gets shared UPFRONT

Variance depends heavily on the coach and on level of executive and industry
Methodologies vary, but a few consistent themes

- Strict confidentiality agreement
- Personality and/or 360 assessment
- Regular rhythm of sessions
- “Out of comfort zone” challenges
- Client accountable for results
- Qualitative ROI measures

Approach will vary widely by coach and by organization
How my coaching works
6+ Month Engagements

Confidentiality
Agreements vs. Expectations
Monitor Progress

Prioritize
Practice
Reflect
Build Self-Awareness

- 360 Review – interviews
- Birkman Method profile
- Performance reviews
- Anecdotal feedback
- Wisdom of one’s spouse (or BFF)
Client gets very clear on priorities and which obstacles are in the way
Coaching Process

Information ≠ Transformation

What I “Should” Do

What I Actually Do
Assumptions
Language
Beliefs
Behaviors
Habits
Don’t let your circumstances or your habits rule your choices today. Become a master of yourself and use your willpower to choose.

Seth Godin
Coaching Process

New Insights
The impact of coaching...

The story of Ted
The impact of coaching...

The story of Liz
Q&A