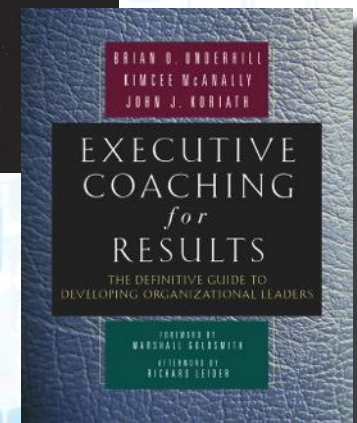# EXECUTIVE COACHING *for* RESULTS

Dr. BRIAN O UNDERHILL, Ph.D.
Founder & CEO
CoachSource, LLC

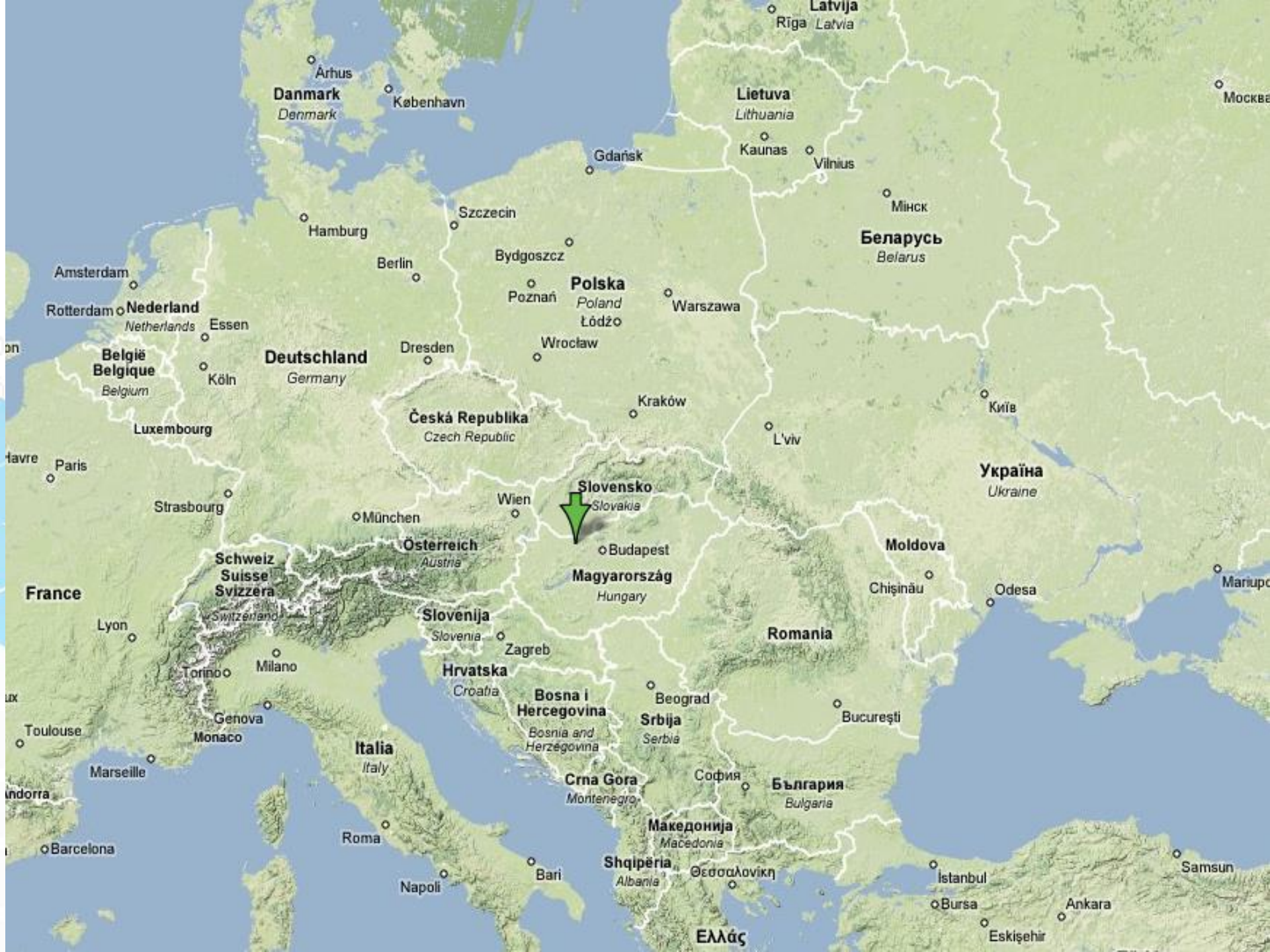Twitter: @bunderhill

LinkedIn: linkedin.com/in/coachsource

[1]

What Year Is It?

Who is Here Today?

- External coach
- Internal coach

- Your company uses executive coaches
- Your company may soon start coaching

- You *would* be Responsible if your company *had* Coaching Activities
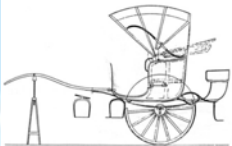
Origen of Kocs

15th Century Hungary Village of Kocs where fine transportation coaches were first constructed.

The purpose of a coach was to transport an individual from where they were to where they wanted to go.

.

Evolution of Coaching

| 360 Feedback | Feedback Debrief | Several Coaching Sessions | Full, Managed Coaching |

1980s   1990s   2000s   2000+

EXECUTIVE COACHING IS THE ONE-TO-ONE DEVELOPMENT OF AN ORGANIZATIONAL LEADER

COACHING PROGRAM ELEMENTS

PROGRAM SET UP

| purpose of coaching | culture + leadership support | link to Id, tm | marketing communications |

ACTIVE COACHING

| matching | instrumentation | coaching activities | measure impact |

COACHING POOL

| find + screen coaches | internal coaches | certification | coach community |

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COACHING PROGRAM ELEMENTS

Today's agenda

PROGRAM SET UP			
purpose of coaching	culture + leadership support	link to ld, tm	marketing communications

ACTIVE COACHING			
matching	instrumentation	**coaching activities**	**measure impact**

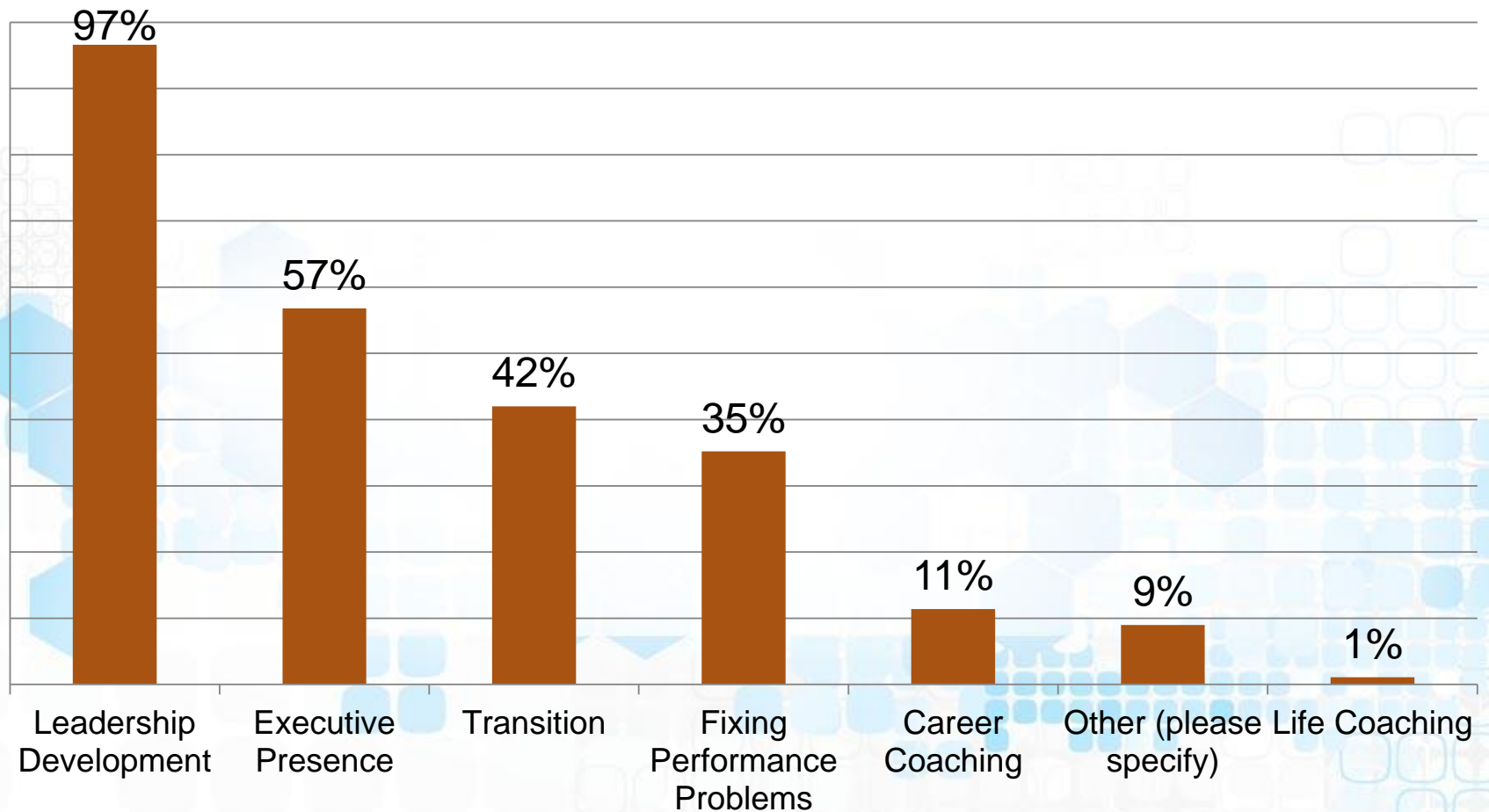| COACHING POOL			
find + screen coaches	Internal coaches	certification	coach community

Discussion:

purpose of coaching

What is the primary purpose for executive coaching in your organization?

☐ **Fixing Performance Problems**

☐ **Transition Management**
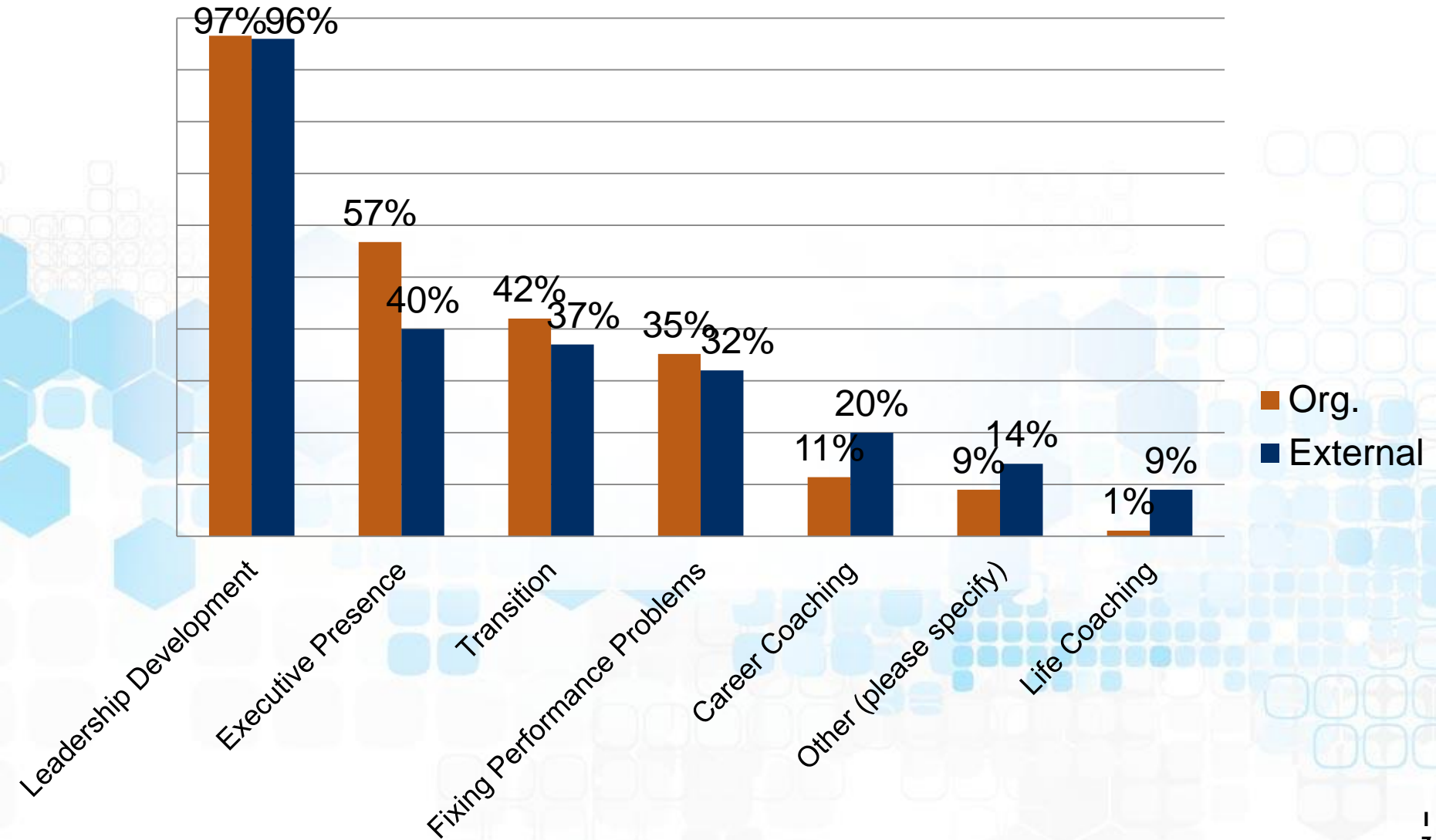
☐ **Executive Presence**

☐ **Leadership Development**

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While "Leadership Development" is the primary purpose of coaching in nearly all organizations, "Executive Presence" makes surprising debut.

Category	Percentage
Leadership Development	97%
Executive Presence	57%
Transition	42%
Fixing Performance Problems	35%
Career Coaching	11%
Other (please specify)	9%
Life Coaching	1%

Organizations: "What is the primary purpose of executive coaching in your organization? (Select up to 3)"

purpose of coaching

External coaches agree for the most part, though potentially more "stealth" career coaching and life coaching may be happening.

Chart legend:
- Org.
- External

Category	Org.	External
Leadership Development	97%	96%
Executive Presence	57%	40%
Transition	42%	37%
Fixing Performance Problems	35%	32%
Career Coaching	11%	20%
Other (please specify)	9%	14%
Life Coaching	1%	9%

When to use Coaching?

Use Coaching For	Don't Use Coaching For
Leadership effectiveness improvement	On their way out
Leader in transition (new assignment, expat, etc)	Replacement for performance management (!) "Manager by proxy"
HiPo development	Just anyone who asks
Hi Performer	Coaching forced upon leader
Behavioral improvement (360 items)	Life, career issues
	Technical development
"Willing" leader	Integrity problems

What do you think?

A Tale of Two Companies…
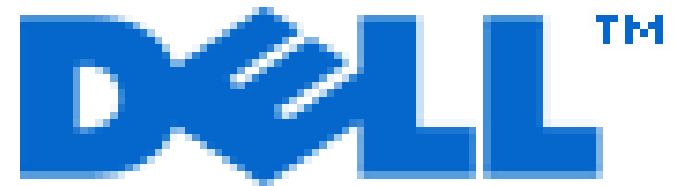
COACHING PROGRAM ELEMENTS

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Most common activity in a coaching assignment?

☐ **Practicing New Behaviors**

☐ **Creating Action Plan**

☐ **Shadowing Executive Around**

☐ **Assessment Tools**

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	Org	Leader	Int	Ext
Action plan generation	93%			
Assessment tools	89%			
Reviewing action plan with boss	70%			
Following up with key stakeholders	60%			
Locating resources (e.g., books, conferences) for leader	57%			
Follow up survey / measurement	55%			
Behavioral rehearsal/practice	45%			
Shadowing - coach observing leader in action	30%			

Compare Org to Externals	Org	Leader	Int	Ext
Action plan generation	93%			95%
Assessment tools	89%			92%
Reviewing action plan with boss	70%			77%
Following up with key stakeholders	60%			70%
Locating resources (e.g., books, conferences) for leader	57%			65%
Follow up survey / measurement	55%			66%
Behavioral rehearsal/practice	45%			76%
Shadowing - coach observing leader in action	30%			43%

Compare Org to Internals	Org	Leader	Int	Ext
Action plan generation	93%		94%	95%
Assessment tools	89%		88%	92%
Reviewing action plan with boss	70%		63%	77%
Following up with key stakeholders	60%		58%	70%
Locating resources (e.g., books, conferences) for leader	57%		66%	65%
Follow up survey / measurement	55%		50%	66%
Behavioral rehearsal/practice	45%		59%	76%
Shadowing - coach observing leader in action	30%		26%	43%

Compare Org to Leaders	Org	Leader	Int	Ext
Action plan generation	93%	86%	94%	95%
Assessment tools	89%	74%	88%	92%
Reviewing action plan with boss	70%	34%	63%	77%
Following up with key stakeholders	60%	34%	58%	70%
Locating resources (e.g., books, conferences) for leader	57%	26%	66%	65%
Follow up survey / measurement	55%	34%	50%	66%
Behavioral rehearsal/practice	45%	52%	59%	76%
Shadowing - coach observing leader in action	30%	8%	26%	43%

Typical engagement length is 6-9 months (70% orgs, 65% externals); but externals tend to coach longer than organizations recognize.
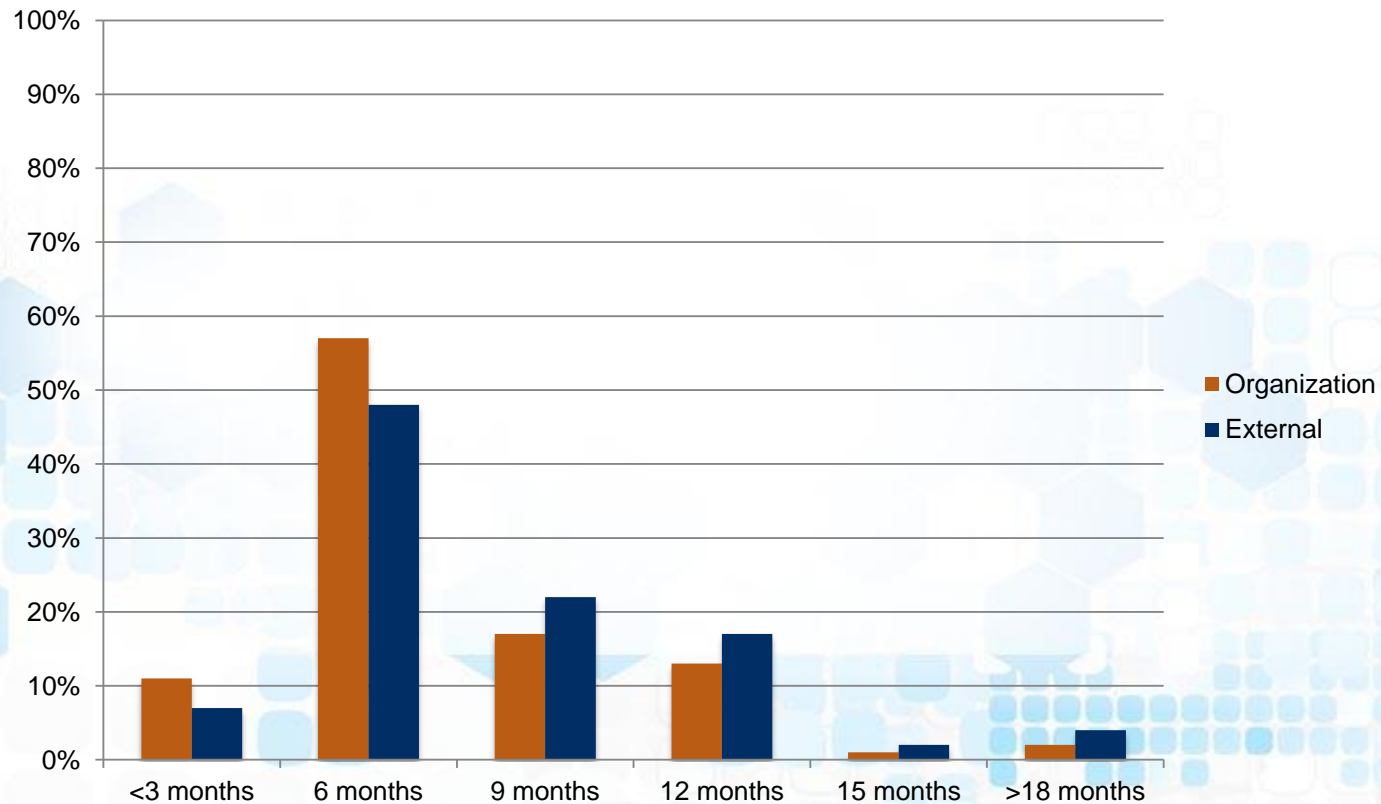
Discussion:

Which activity would you like to do more of in your practice?

Feedforward Practice

COACHING PROGRAM ELEMENTS

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COACHING POOL			
find + screen coaches	Internal coaches	certification	coach community

find + screen coaches

Discussion:

How are you most commonly located as a coach?

How do ORGS find coaches?

Web

Recommended by Other Orgs

Coaches Contacting LD

Sourced from Current Vendors

Coaches Contacting Org Leaders

What the Research Said: ORGS v Coaches

A bar chart comparing Orgs and Externals across five sourcing categories:

Category	Orgs	Externals
Source from preferred/approved vendors	85%	67%
Search the web	4%	23%
Coaches make contact with LD/HR	42%	45%
Other companies regarding coach recommendations	41%	74%
Coaches make contact directly with leaders	10%	46%
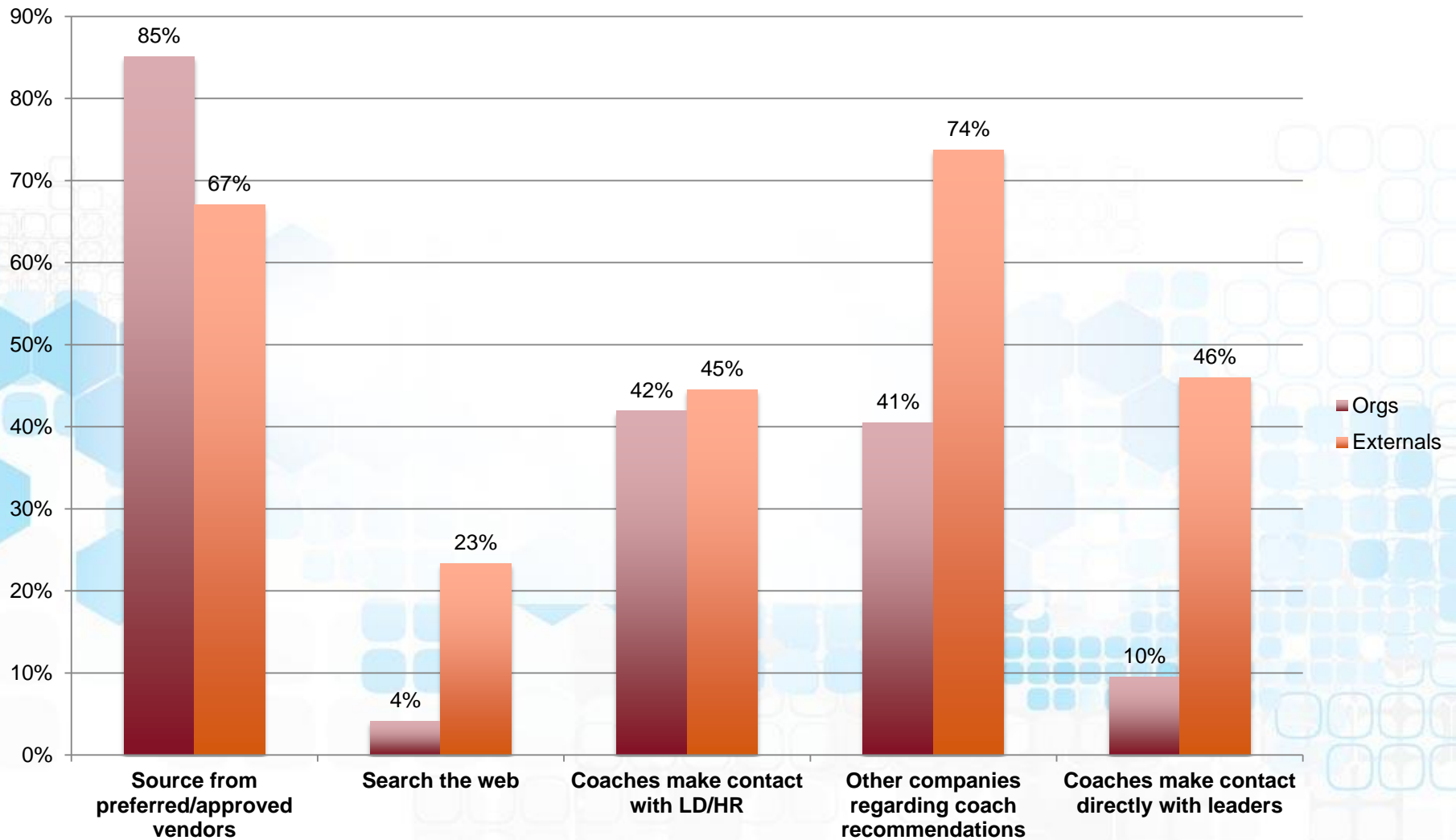
Where to be Seen?

Align with Multiple Providers

Writing / Speaking

Network, network, network

Pick a "sweet spot" specialty

Move to Bangalore or Shanghai

Stay here!

Poll: What do you think is the leading choice of executives?

☐ Match to Company Culture

☐ Ability to Build Rapport

☐ Certification

☐ Business Experience

☐ Experience in Industry

Executive Preference in a Coach

Preference	Rating
Ability to build rapport, trust, and comfort with…	~4.8
Experience and skills as a coach	~4.5
Experience dealing with specific leadership…	~4.4
Business experience	~4.1
Match with our culture	~3.9
Recommendation from colleague	~3.8
Area of specialty as a coach	~3.7
Location/proximity to my location	~3.5
Cost	~3.5
Experience in my industry	~3.2
Advanced degree (Masters or Ph.D.)	~3.0
Specific coaching certification	~3.0
Use of a specific instrument/tool	~2.8

Which Criteria are <u>Most</u> Important in Selecting a Coach?

Organization	Leader	Internal	External
Experience & Skill	Rapport	Rapport	Rapport
Rapport	Experience & Skill	Experience & Skill	Experience & Skill
Culture Match	Expertise w/Specific Challenges	Expertise w/Specific Challenges	Recommendation from Colleague
Expertise w/Specific Challenges	Business Experience	Business Experience	Expertise w/Specific Challenges
Business Experience	Culture Match	Culture Match	Business Experience

- Overall, large degree of consistency in the most important characteristics in selecting a coach.
- Organizational perspective places a slightly higher value on experience and culture match than the others

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Which Criteria are <u>Least</u> Important in Selecting a Coach?

Organization	Leader	Internal	External
Specific Instrument/Tool	Specific Instrument/Tool	Advanced Degree	Specific Instrument/Tool
Specific Certification	Specific Certification	Cost	Specific Certification
Industry Experience	Advanced Degree	Specific Instrument/Tool	Advanced Degree

- Biggest discrepancies were for specific coaching certification and advanced degrees
- Internals rated specific certification as more important and advanced degree as less important than the other perspectives
- Survey demographics indicate that this was consistent with their backgrounds
- Interest in certifications was higher for the organization than the previous research but still not in the top criteria

Screening Methods

Application

Telephone Screening

Video Call

Live Interview

Coach Fishbowl

Screening by Executive

Coach "Divorce"

Website / Video [45]

Discussion:

Answer the "Coach Sourcing" questions from the Design Checklist (p. 9)

Today's agenda

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| matching | instrumentation | **coaching activities** | **measure impact** |

COACHING POOL

| **find + screen coaches** | Internal coaches | certification | coach community |

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**measure
impact**

Poll: How do organizations typically measure the impact of executive coaching?

☐ Self Report of Leader Being Coached

☐ Assessment of the Boss

☐ Follow up 360

☐ Mini 360

Method	Leader	Organization	Internal	External
Self-report of progress	69%	60%	55%	79%
Follow up comprehensive 360	12%	24%	18%	44%
Mini-survey to check progress	6%	29%	33%	54%
Assessment by manager	27%	48%	36%	54%
Promotion	14%	25%	24%	37%
Business impact	31%	34%	38%	56%
No measurement	14%	16%	22%	5%

- Most common impact measures are self-report and manager assessment, as well as business impact measures; surveys of others are less common
- Once again, external coaches tend to rate more highly than others, and leaders lower

COACH SATISFACTION SURVEY –

Is sent to leader being coached to ensure good fit and progress

MINI SURVEY –

May be sent at the end of coaching to measure leader improvement

Coach Satisfaction Survey

COACH SATISFACTION SURVEY –

is sent to leader being coached to ensure good fit and progress

What Gets Measured Gets Done…

Leadership Assessment Follow-up

Constellation

Welcome to the online version of the *Leadership Assessment Follow-up*. If you must exit before completing the survey, click the SAVE button at the bottom of this page. This will record any answers you have provided so that they may be loaded when you return. If you exit before clicking the SAVE or SUBMIT button, your ratings will be lost.

Measuring Change

Since the feedback session, have you discussed with others what you learned from the feedback?

How much have you followed up with others on areas that you have been trying to improve?

How much more effective have you become in the past several months?

Assessment Development Areas

Consider your effectiveness in the following areas:	-3 Less Effective	-2	-1	0 No Change	1	2	3 More Effective	N No Information
5 Share best practices across business units.	○	○	○	○	○	○	○	○
22 Hold people accountable for their results.	○	○	○	○	○	○	○	○
25 Invest in learning about future trends.	○	○	○	○	○	○	○	○

Comments on Strengths

This important section provides an opportunity to elaborate on your chosen strengths. How have you leveraged the above strengths in the past few months?

SC1 Deeply understand my own strengths and weaknesses.

Comments

This important section provides an opportunity to elaborate on your ratings and/or address issues that were not covered in the items of the survey.

What have you done in the past several months that you found to be particularly effective?

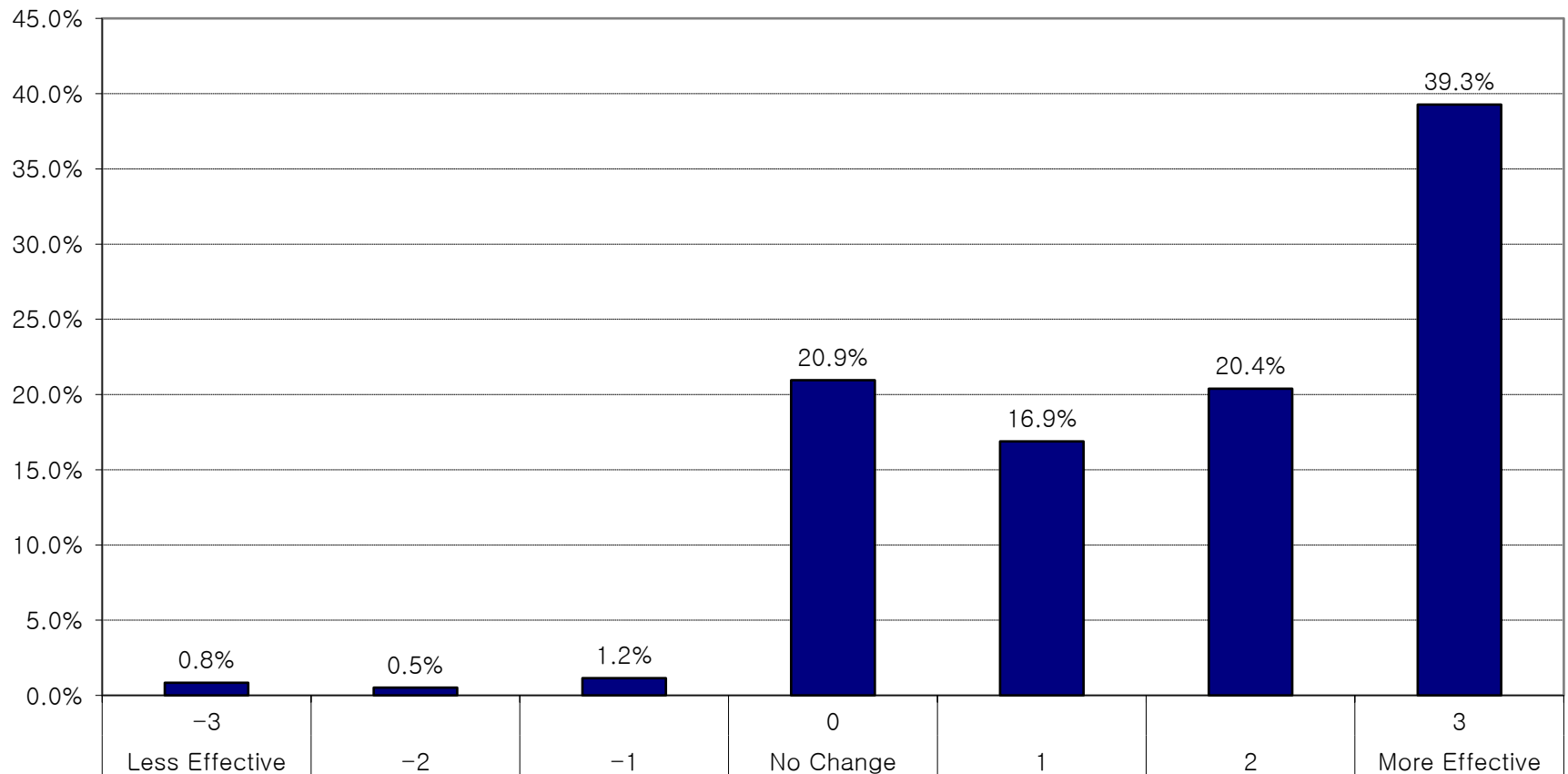What can you do to become even more effective as a manager?

Other comments:

Follow Up Survey Results

Question: Do you feel this person has become more or less effective as a leader since the feedback session? Answer: "-3: Less Effective" to "+3: More Effective". Conducted 6 months following original 360.
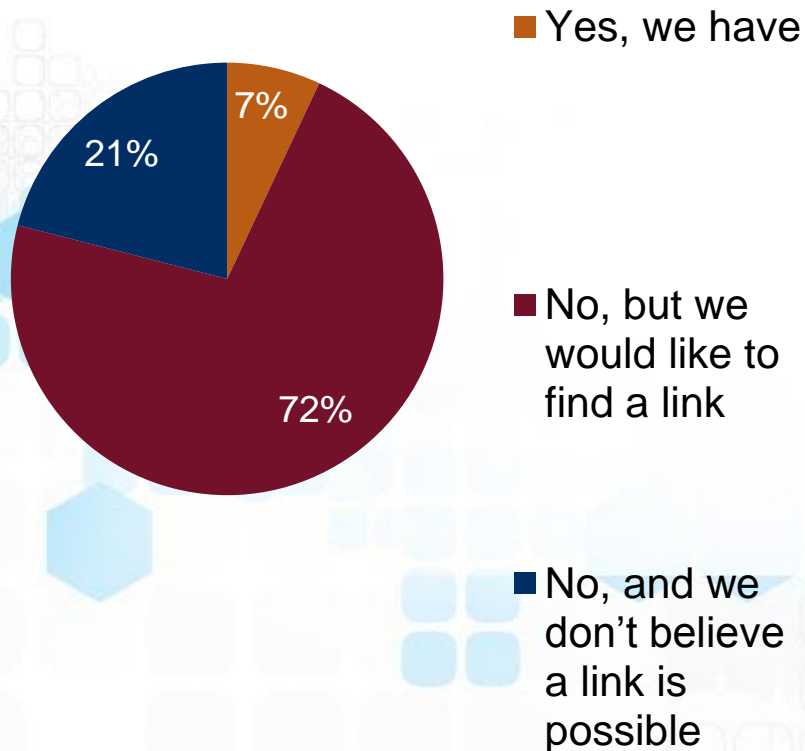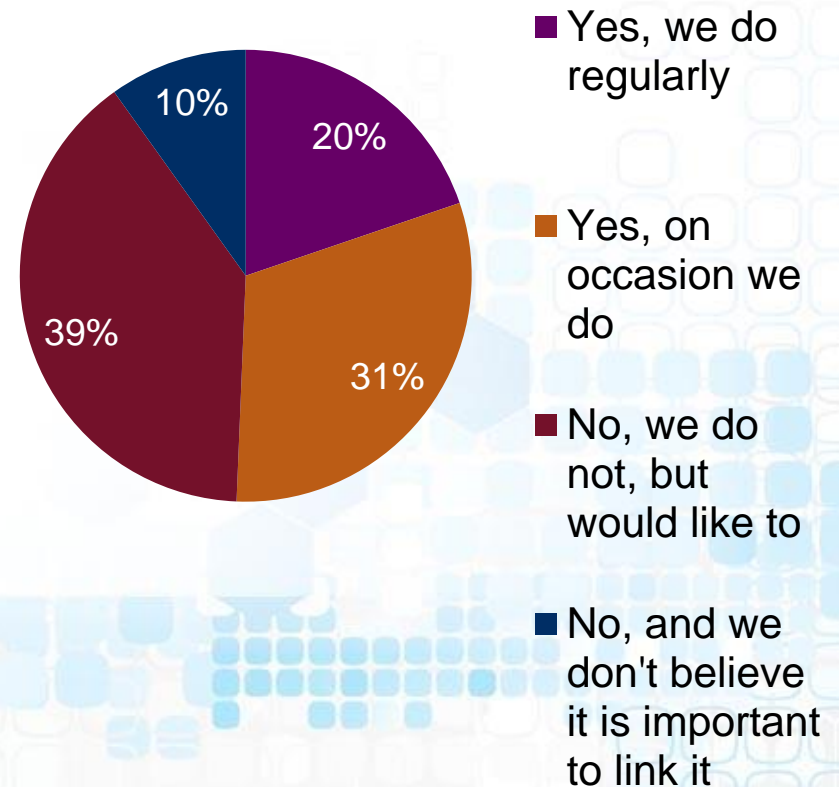
Discussion:

What are a few mini survey questions you could use in a current coaching engagement?

Does your organization typically link executive coaching work to business results?

2005

2012

- Yes, we have
- No, but we would like to find a link
- No, and we don't believe a link is possible

- Yes, we do regularly
- Yes, on occasion we do
- No, we do not, but would like to
- No, and we don't believe it is important to link it

2005 pie: 7%, 72%, 21%

2012 pie: 20%, 31%, 39%, 10%

- 51% of organizations indicate they regularly (20%) or occasionally (31%) link <u>coaching to business results</u>

  "Coaching objectives are related to business results, and potential coaching clients are chosen on the basis of ability to generate business results."

  "This varies…If a connection can be drawn between development needs addressed by a specific performance measurement, we will discuss early in the process."

- 39% of organizations do not measure impact of coaching on business results but would like to find a link

- 10% say they don't believe it's important to link coaching to business results

COACHING PROGRAM ELEMENTS

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COACHING POOL

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What do we see ahead?

Continued Growth

Managed Coaching/Coach Management Software
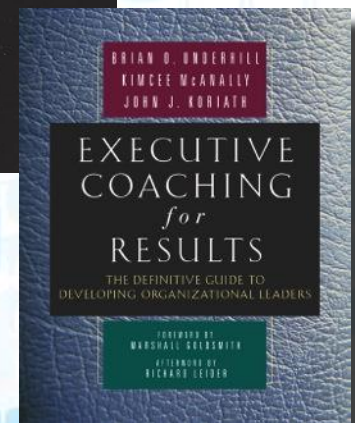
Increase in Internal Coaching

Certification Noise

Enhanced Technologies

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