



## EXECUTIVE COACHING

- **LEVERAGING HUMAN CAPITAL**

It is people who are the most leveragable resource, and therefore the most critical resource for any business and so many leading companies around the world have improved company performance by raising their human capital capabilities through the help of executive coaching. It is self-evident that having the right talent around the business is the most fool-proof way to ensure good strategy calls are made, and that the best judgements are being exercised during times of crisis, change or growth.

Executive coaching is also about managing risk. The cost of a failed top executive in terms of severance costs, search fees and the loss of organisational momentum, reputation, morale and potentially profits is hugely significant. At PCS, we recognise that the organisation must profit from the coaching process and that executive coaching must serve the interests of both the organisation and the individual.

- **EXECUTIVE-CENTRED COACHING**

The executive-centred coaching programmes (as opposed to organisation-centred coaching) are clearly focused on the needs of the executives. The coaching programmes are typically designed to assist senior and high potential executives to focus on building on their strengths, and addressing challenges and limitations. Coaching is a powerful way to help key people to develop the capabilities and self-awareness to become leaders. It will also facilitate the insight that they need to improve their business results while reaching their own goals. Clients learn how to make best use of their strengths and prevent limitations from becoming potential disrailleurs or pitfalls. The skills and insight developed will help to add value to the business in many ways.

- Enhancing the ability to lead teams or lead organisational change
- Improving managerial effectiveness and ability to develop team capability and team productivity
- Improving capacity to influence and build successful partnerships
- Enhance personal organisation, prioritisation and time management
- Plan to achieve realistic and meaningful operational goals
- Inspiring people to think more creatively about the future

- **PCS COACHING PROCESS**

Although each coaching assignment is tailored according to the requirements of the individual, and the context and situation of the organisation, the coaching process will typically involve the following stages:

- **Issues and Contracting:** A first meeting with the client and possibly the client's line manager will review the issues and desired outcomes. This meeting will typically map out current and future issues, and discuss and analyse desired outcomes of the coaching process. In addition, the ground rules for the coaching assignment, role of the coach, feedback reporting mechanisms confidentiality, and mutual expectations will be established.
- **Needs Analysis and Planning:** The second meeting with the client will involve a more in-depth discussion of personal strengths, challenges, organisational issues, KPIs, success measures and expectations. The coach will then discuss with the client to identify a series of strategies that will help the transition from current reality to desired future outcomes.
- **Assessment and Awareness:** It is important at the outset to have a realistic awareness and understanding of current status and current reality. The data will emerge from an in-depth interview with the client, and an 'outside-in' approach may be used through feedback discussions or 360 feedback instruments, and an 'inside-out' approach may be informed by the use of various psychometric instruments around leadership style, leadership skills, and personal effectiveness. However, the use and value of all these instruments is always discussed and agreed with the client, and no aspects of the information-gathering strategies are automatically used for every programme.
- **Strategy Development:** The coach will then work with the client to analyse the assessment data to identify critical issues, potential roadblocks and priorities, and a development plan will be established. The strategies will typically be developed as a learning 'roadmap' to create a 'critical path' to help the client take responsibility for maintaining progress.
- **Implementation:** Through frequent meetings, the coach will help the client to review, and analyse the various actions that have taken place, and the various strategies that have been implemented. The coach will seek to encourage and challenge the client to help refine and develop new ways of thinking, and potentially identify new behavioural strategies to help the client achieve new goals.
- **Review and Evaluation:** At PCS, we typically encourage the client to maintain an 'Executive Coaching Scorecard' to monitor progress on the agreed objectives. At appropriate intervals, it may also be appropriate to monitor progress with a line manager or other colleagues. In addition, the client will be encouraged to maintain a portfolio of evidence to demonstrate what progress has been achieved.
- **MEASURING THE RESULTS OF COACHING**

Some results are more 'tangible' than others, and are therefore, easier to translate into monetary value or bottom-line impact. However, this is not to say that the tangible evidence outweighs the intangible evidence in terms of importance. In fact, intangible changes in the client behaviour can often have a wider ranging, longer-term impact on the organisation rather than some tangible benefits which may have a shorter-term and narrower impact on the organisation.

Examples of **tangible benefits** from coaching include:

- Increased sales/revenue
- Increased customers/clients
- New accounts
- Decreased costs
- Decreased employee turnover
- Decreased absenteeism
- Improved productivity at personal and team level
- Improved quality
- Fewer customer/client complaints

Examples of **intangible benefits** from coaching may include:

- Stronger team leadership direction and vision
- Improved managerial effectiveness
- More balanced judgement calls
- More insightful strategic plans and clearer growth plans
- Clearer, more realistic and meaningful goals
- Improved team work
- More productive teams
- Improved personal effectiveness
- Improved team morale and commitment
- Accelerated development of subordinates
- Better customer service
- Better organisational climate for more discretionary effort
- Increased influence of colleagues and senior executives
- More focus, discipline and follow through and more efficient use of time
- More credibility and gravitas with senior stakeholders
- Smarter working strategies