

5 CRITICAL ELEMENTS, TO HELP COACHING, HELP THE ORGANIZATION



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Before you can address what makes coaching effective you should first answer the question: "what is the purpose for coaching?" In a recent executive survey, the vast majority of respondents indicated that "leadership development" is the primary reason for the engagement. The changing trend over the past several years, has been the switch from leadership development, as being a "fix it" for leaders with problems, to helping successful leaders get even better.

Of the reasons for the need to improve leadership, the following reasons were most often cited:

- 1) Help an executive who is about to take on a larger role in the organization.
- 2) Help an executive more quickly and dramatically improve their leadership.
- 3) Help senior executives, who are about to lead a major change initiative, further develop the ability to lead unprecedented collaboration and create buy-in from the entire organization.

In order for this level of coaching, to deliver the greatest benefit, the following five critical elements should be in place:

- 1) The purpose is well defined

The defined purpose does not need to be fully known before you start an engagement. Part of what a good coach can bring to the table is a comprehensive process to help executives determine critical areas to address. As the saying goes, "you don't know, what you don't know," and thus, should start the process without assumptions, and instead collect hard data. A Leadership Impact Study, which is part of any in-depth coaching process, will provide this critical feedback from your peers, subordinates and supervisors. In addition, goals should be set by the executive and the executives sponsor.

- 2) The executive must be in the frame of mind to accept feedback

Often times, coaching will be "recommended" by a superior in the organization and not by the person who is receiving the coaching. Critical to the success of the Coaching Process, is the willingness of the executive to listen to feedback, change where needed and be

committed to meeting the goals that are established as part of this process.

- 3) The executive coaching process should be part of a larger organizational initiative. Though coaching can be effective when focused on the needs of an individual, it is most effective when used in conjunction with a larger initiative that is focused on improving the effectiveness and performance of a team, division or the organization as a whole.

- 4) The goals of the executive must be aligned with those of the organization. Though executives may have personal goals which they expect to achieve, through this process, they need to be aligned with, and supported by the organization's goals. When the purpose for both the executive and the organization are aligned, the support system will be in place to realize the success of the executive, and thus the organization as a whole.

- 5) Work with a proven process that will achieve lasting results.

While having the above framework is vital, having a robust process that can provide keen insight, direction and contain the follow-through needed for lasting change is critical. It is important to find a coach that can not only help the executive, but also be fully engaged and capable of meeting the needs of the organization as well.

Conclusion:

When you have these five elements in place, the success of the coaching process greatly improves. And, thus the goals of the organization are more likely to be met. Do your homework and find a Executive Coaching partner that looks beyond an hourly rate of coaching a single executive, and sees the coaching process as a part of a greater organizational improvement initiative.