

# Why Executive Coaching Matters *Now More Than Ever Before*



**CALIPER**

## The Presenters

Moderator



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## Executive Perspectives



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*Teckwah Value Chain*

## Discussion Points



- The executive coaching experience
- The goals that can be accomplished through executive coaching
- What makes executive coaching successful
- How to utilize the coaching experience after the sessions are over

## What is executive coaching?



- Coach and employee identify goals and leadership opportunities.
- Now more than ever, leaders have to step up.
- Investment in leadership development equals profitability.

## Your team is relying on you!

- Leaders are in a position to bring about change.
- People in leadership positions have to be self-aware.
- Strategic planning is more important than ever.
- Safety is key.
- Leaders need to tune into their team.



## The Executive Coaching Process



1. Coaching can be prompted by the individual or by the organization.
2. Coaching can be utilized for high-potential development, growth or personal effectiveness.
3. Preliminary process allows coach to work with individual's manager to outline goals.
4. Coach and coachee go over strengths, developmental areas and goals.

## Data Gathering and Validation



**Caliper Profile:** In-depth personality assessment that identifies motivators and areas of limitation.



**Caliper Three Sixty:** Report that compiles ratings of peers, direct reports, managers and customers.

## Coaching Opportunities

*1. High-Potential Development*

*2. Leadership Effectiveness*

*3. Problem-Solving or Scenario-Based Coaching*

## Central Maine Medical Center

- Current President and CEO have worked closely for over 20 years.
- Relationship built on confidence and trust.
- Complementary relationship regarding:
  - *Vision*
  - *Quality*
  - *Leadership*



## Effective Leadership



- There is no single, effective way to lead an organization.
- Coaching can provide insights into effective leadership.

## Executive Coaching



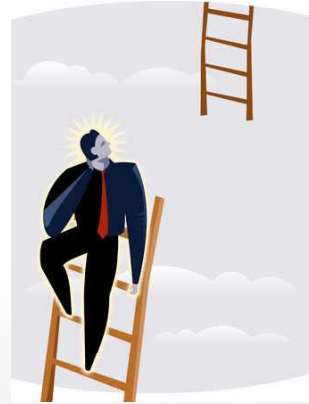
- Grow and adapt to an ever-changing business climate.
- Develop personally and professionally.
- Identify strengths to broaden role.



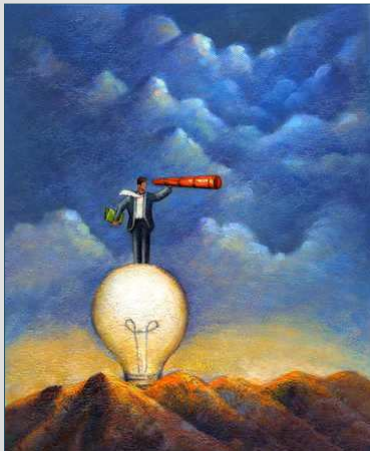
## It's a challenge!

Approach a coaching opportunity by asking yourself:

1. How do I want to approach this process?
2. What do I want to gain from this experience?
3. How can my organization benefit from this?
4. In what ways can I better myself?



## The Big Picture



1. Put focus where it would be most beneficial.
2. Developing professionally benefits the organization.
3. Analyzing organizational needs from a big-picture perspective can help identify individual goals.
4. The attainment of high-level goals can bring about individual changes.

# The Leadership Equation

Being self-aware

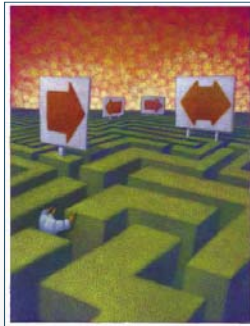
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Effectively tapping into  
professional relationships

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*Organizational Growth*

## Coaching helps leaders...



- ...balance the simultaneous situations that they are confronted with every day.
- ...understand the needs of their people.
- ...take time out for introspection in order to avoid impulsive decision making.
- ...put their own strengths and limitations into perspective.



## The Executive Personality



## People will notice!

- Colleagues and peers will communicate noticeable changes.
- Change takes time.
- Letting go of old habits can be a challenge.



## Remember...

1. Investing in yourself is one of the best things you can do for your organization.
2. Coaches will challenge you, while being supportive.
3. Benefits of coaching are directly related to your willingness to improve.
4. Change is not immediate.



**Self-awareness and a desire to change make coaching successful.**



## How much can we improve?

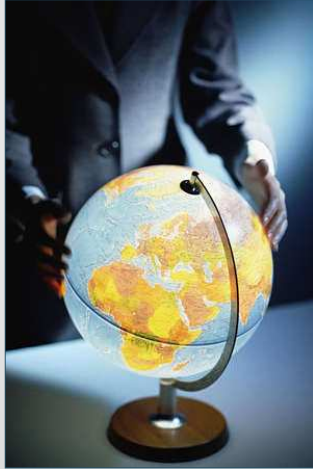


- By being aware of your strengths and limitations, you are better able to identify the areas where you need to be coached.
- Perceptions obtained from Three Sixty feedback can enhance self-awareness.
- Techniques available to help change behavior.



## Leadership with heart

## Teckwah Value Chain



- Company started in 1968
- Family-owned operation
- Company opened new plant in Malaysia

## Moving from production to sales...

- Changing roles may require a re-evaluation of personality.
- Sales-based jobs require a different approach than production-oriented roles.
- Self-awareness becomes more important when shifting roles.
- Learning about yourself puts you in a better position to adapt successfully.



## As a leader...

- ...you must be able to recognize talent within your organization.
- ...you have to be able to delegate tasks and projects to the best suited people.
- ...you should reinforce the importance of team work.
- ...you can receive coaching to aid you in these areas if needed.
- ...you must always strive for development and growth.



## The Evolution of an Executive

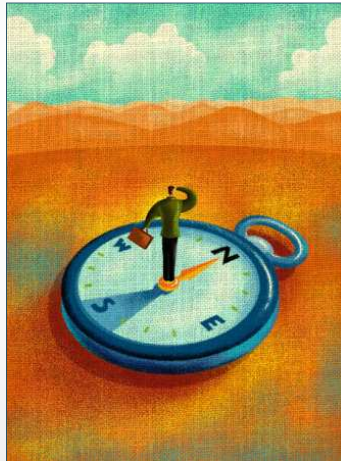


- Coaching is where the personal and professional connect.
- Evaluating how an executive interacts with people can indicate where coaching is needed.
- Actions can often be misinterpreted.

## Achieving Goals Through Coaching



1. Work from your strengths.
2. Recognize your potential.
3. Dedicate yourself to making a change.
4. Work on your goals.

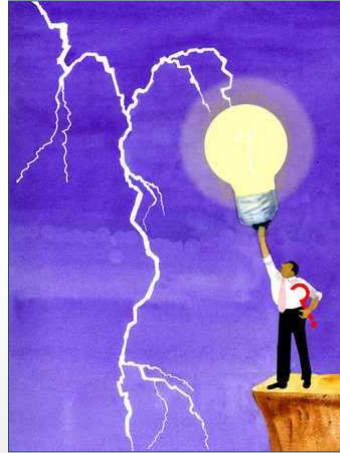


**Coaching is a journey of development.**

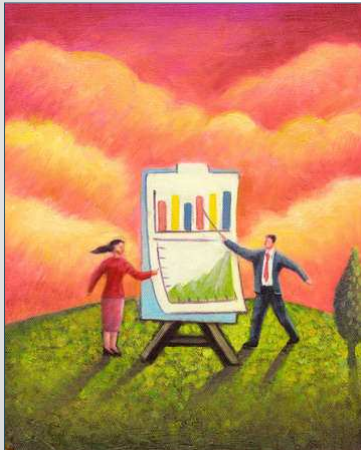


## The Coaching Session

- Developmental opportunities can be brought to a session by the coachee.
- Coach will support goals, help deal with issues and challenge the coachee.
- Behavioral change occurs in the realization.
- Using coaching techniques and tools can help reinforce growth.



## Make the Change!



### During coaching:

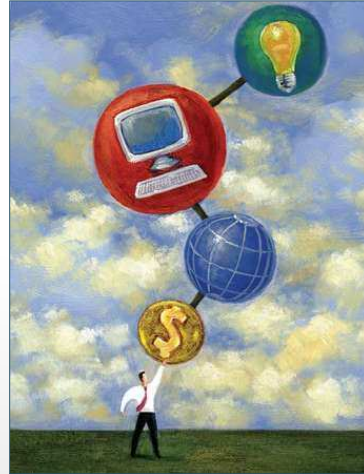
- Set goals and priorities.
- Focus on four major areas.
- Know your team's strengths.
- Identify tasks that would be best suited to your team.

## Working with your people...

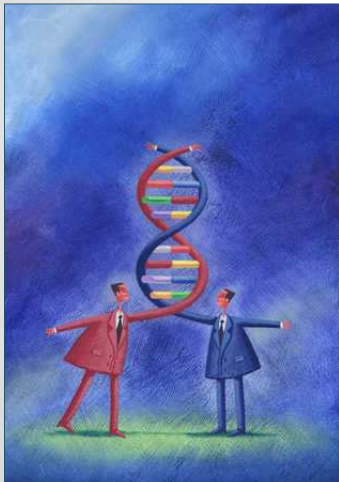
...helps the coach determine:

How *effective* are you?

Are your people seeing a *change*?



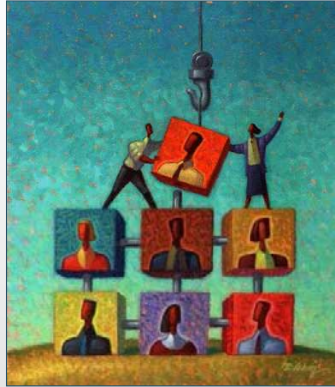
## Coaching Relationships



- Interaction between the individual and their coach is based on trust.
- Exchange becomes very deep in terms of individual's successes and failures.
- With potential change comes vulnerability.
- Process can be life changing for the individual.

## New Executives

- Coaching also helps new executives adapt to their new environment.
- Building relationships as a new executive is important.
- Coming into a new reporting structure can add challenges to the mix.



## Working Effectively

- Working effectively with your team takes introspection.
- Past experiences can sometimes dictate behavior, but may not be applicable in the current situation.
- Learning to use your strengths to work successfully with your new team can help you adapt to the culture.

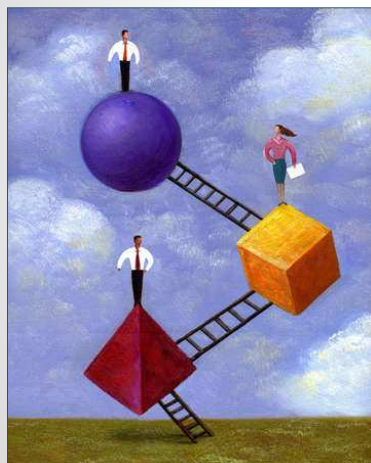


## How does your organization function?



- Family-owned businesses operate differently than large public corporations.
- Utilizing coaching can help leaders better adapt to the organization's processes.
- Feedback from direct reports and peers during a Three Sixty evaluation can make developmental areas more transparent.

### Direct Reports



VS

### Peers



## Business Relationships

- Building effective relationships enhances leadership.
- Certain actions can be misperceived.
- By working with your team inclusively, you can create a winning organization.



## Development is ongoing!

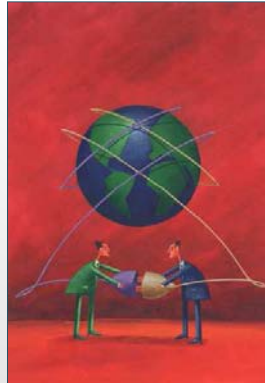
- Development is a long-term process.
- Awareness is key.
- Coaching offers solid tools with follow-up .
- Trust is important for the coaching process.





## At the end of a coaching engagement...

- ...coach and coachee sit down to review individual development plan.
- ...coachee shares experience.
- ...coach checks in periodically with coachee.



## Being Successful

1. Investing in your leaders will benefit your organization as a whole.
2. Change is never easy. Being motivated to change is most important.
3. The potential to slip back into old behavior is very likely.
4. Awareness of limitations will allow for continued growth.
5. Slowing down and asking questions can keep developmental opportunities in check.
6. You have to be motivated!



**Thank you for joining us!**

For more information on  
executive coaching,  
visit  
**[www.caliperonline.com](http://www.caliperonline.com)**  
or e-mail  
**[info@calipercorp.com](mailto:info@calipercorp.com)**