

Executive Coaching

Is it measurable?

Like many top athletes, Tiger Woods has a golf coach, and research shows that coaching pays off for other professionals as well. A study of 100-coached professionals found a 570% return on investment. In this study, coaching improved productivity 53%, work relationships 77%, and overall job satisfaction increased 61%.

Is it productive?

Many organizations offer Executive Coaching as a way to help their leaders develop skills that are directly related to driving their daily business activities.

Executives employ coaches for a variety of reasons; they may want to:

- Set goals and achieve outcomes more quickly
- Reach a higher level of performance
- Improve their learning, leading to better results
- Achieve a greater level of satisfaction

For the client involved, this coaching is not about the past, but about the present and more importantly about the future. They are prepared to invest time and resource in order to accomplish their vision of 'what can be'. Executive coaching is a process focused on success that is measured step by step. The emphasis is on attainment of client goals, which are defined and arrived at through discussion. By means of the coaching process, the client is held accountable for achieving the planned outcomes. This coaching relationship should be a collaborative partnership. Some relationships feel like a mentoring role, some are perpetual encouragement and challenge, some feel like old friends - all are aimed at being productive and having tangible outcomes.

Coaching is a management tool that allows for personal and professional transformation leading to individual and organizational growth. Unlike psychotherapy, coaching is an action-oriented partnership that concentrates on the present and how to define, clarify and implement personal goals. Coaching has the freedom and flexibility to address a wide variety of personal and professional issues. In any given coaching relationship, coach and client alone determine the scope of the work to be carried out.

How does it work?

A coach relates to the client as a partner. A coach does not necessarily relate to the client from a position of being an expert in a particular field, an authority on a particular topic, or some kind of healer. Coaching is designed to help clients improve their learning and performance, and enhance their quality of life. Executive coaching does not focus directly on relieving psychological pain or treating cognitive or emotional disorders although guidance will be given on how to obtain help in these areas.

An executive coach will use information from the client's past to clarify where the client is today. Progress does not depend on resolution of the past, in order to move the client forward. This type of coaching assumes the presence of emotional reactions to life events and that clients are capable of expressing and handling their emotions. It does not involve psychotherapy, and emotional healing is not the focus of executive coaching.

Advice

Advice, opinions, or suggestions are occasionally offered in coaching. Both parties understand that the client is free to accept or decline what is offered and takes the ultimate responsibility for action. The coach is not discouraged from offering advice, opinions or suggestions if they are not accepted.

Coaches are experts in the coaching process and may or may not have specific knowledge of a given subject area or industry. Where coaches have expertise in other areas, they may use it to facilitate the coaching process. Coaches do not use this particular expertise to diagnose, direct, or design solutions for their client.

Use of Information

In coaching, information drawn from the client is used by the coach to promote the client's awareness and choice of action. This information is not used to evaluate performance or produce reports for anyone but the person being coached.

Contribution to results

In coaching, any contribution the coach makes to produce the client's desired outcome is through on-going interaction with the client. The coach's role does not include producing a contracted product or result outside of the coaching sessions.



To determine whether executive coaching is right for you, contact [The Wendling Group](#) at: 916-965-4933 or e-mail wendling@wendling.com