

PROGRAMS FOR
Developing a Leader or Executive



WORKING with POWER
(it's easier.)

Developing a Leader or Executive

EXECUTIVE COACHING

Our executive coaching programs are designed to provide individual leaders with one-on-one feedback, support, and accountability to help them refine key aspects of their performance and interpersonal style. These engagements are ideal for leaders who match one of these descriptions:

- They have been identified as high potential
- They have been recently promoted
- They are being groomed for top positions
- They are valued but need a leadership turnaround so they don't derail their careers
- Or they are highly regarded for their results but less popular for their interpersonal style

Executive coaching engagements often begin with the identification of a need by someone other than the coaching client; for example, their manager or Human Resources.

We proceed by gathering data from the individual's manager, HR, and often peers or direct reports to understand what those people see as useful coaching objectives. We then meet with the individual and explore their sense of their development needs. Using all this data, we define specific coaching objectives and identify ways we might

observe progress toward those objectives. Sample coaching objectives are provided below.

Substantial research shows that individual coaching creates focus and accountability and is the most effective learning method to enhance performance and create immediate, impactful and sustainable change.

Research shows coaching is the most effective learning method to enhance performance.

THE DIFFERENCE COACHING MAKES

During the coaching relationship, the coach will:

- identify subtle patterns and dynamics affecting performance, stress level, and satisfaction
- provide unique insights and direct yet diplomatic feedback
- ask the client to engage in new behaviors and to initiate unprecedented conversations

The coach will provide direct yet diplomatic feedback.

As a result of engaging in the coaching process, clients improve in critical areas like:

- **Communication** – how they communicate their ideas, challenges and strategies with their superiors, their peers and other key members of the organization.
- **Influencing skills** – their ability to influence others' decisions and ideas and how they sell their interests to key stakeholders.
- **Personal effectiveness** – their ability to produce results and initiate change in a way that is sustainable and doesn't burn them out.

Companies that invest in executive coaching with Working with Power experience:

- **Team transformation** – Participants in coaching engage with their peers and direct reports in a new way that helps resolve long-standing team dysfunctions and improves team performance and morale.
- **Retention of key leaders** – Individuals who experience coaching find new ways to make their work and career path sustainable without leaving the company, and they value the investment the company has made in them.
- **A sustainable culture** – As leaders receive coaching, they begin to work in a more sustainable way and to champion sustainable approaches to the important business and career problems they and their colleagues face. The culture becomes a more sustainable, less stressful, more productive place to work and thrive.

WHY IS COACHING SO EFFECTIVE?

Individual coaching allows participants to:

- Receive one-on-one attention, over time, from a professional who's an expert at bringing about professional and personal transformation in critical areas
- Reflect over time on their past approaches and attitudes and experiment with new behaviors and mindsets
- Integrate their performance objectives (often set by others) and their personal objectives. This alignment, plus the support and challenge the coach provides, produces buy-in and commitment that training programs or learning objectives often lack.

WHY IS WORKING WITH POWER COACHING MORE EFFECTIVE THAN OTHER COACHING PROGRAMS?

- Our coaches have the skill to develop a close relationship with the client and to give them the feedback others won't (or can't).
- We can engage in tough conversations in such a way that people can really absorb the feedback without becoming defensive or shameful.
- Our coaches can see the personal roadblocks or perspectives that are getting in the client's way.
- We use innovative methods and media to provide real-time feedback and support that is there when the client most needs it for a big meeting or presentation or an important conversation.

- Our coaches provide simple, easy-to-apply tools that immediately change the way clients work and communicate.
- We guide people in using all of their capacities...not just the hard-driving, make it happen power. As a result of this less-driving approach to productivity, we actually improve productivity more.
- Observing the client in significant meetings where they're leading or presenting to different audiences within the organization.
- Conducting brief interviews with key individuals such as the client's peers, directs, and/or clients to get feedback on current skills and relationship patterns.
- Compiling findings into a comprehensive baseline assessment.
- Presenting the detailed assessment in an in-depth conversation with client.

Our clients deepen their understanding of their existing skills, dynamics, and unintended impact.

THE COACHING PROCESS

After we have defined the coaching objectives the executive coaching process includes:

- Initial assessment
- Regular feedback, coaching, consulting, and training
- Follow-up assessment to measure progress and determine next steps

Phase One: Initial Assessment

Initial activities help determine coaching objectives, establish skill baselines, and deepen the client's understanding of their existing skills, dynamics, and relationships. This phase includes:

- Initial conversations with the client's manager and the sponsor (often Human Resources) about their client's strengths and areas for development.
- Initial conversations with the client about their personal objectives and the identified coaching need.

This assessment process, by its nature, initiates the coaching process; by the end of the assessment, the client will gain new insights, begin experimenting with new behaviors, and experience improved results.

The assessment phase represents an investment of up to 15 hours on the part of the coach over a period of 2-5 weeks, depending on schedules.

Phase Two: Coaching Conversations

The approach to coaching conversations will be flexible, robust and timely. At different times, coaching sessions might include:

- Strategy sessions to prepare and rehearse for a meeting or important conversation.
- Real-time training and practice in communication skills, management or team dynamics.
- Support in designing an off-site or other team meeting.
- Help crafting messages and tone for staff meetings, 1:1s, or all-hands meetings.

- Stress management and self-management training.
- Recommended reading and audio training on specific topics.
- Field work to apply principles and improve results.
- On-site observation as the client interacts with peers, employees or superiors.
- Verbal or written feedback on observed behaviors.
- Facilitating key conversations.

The power in the coaching process is the ability to adjust the approach for any situation and for any need.

We will use one or more of these approaches at any given time depending on the need and circumstance. The power in the coaching process is the ability to adjust the approach for any given situation and for any given need. This flexibility ensures that the initial coaching objectives are met and also that emergent needs are addressed in real time for a robust, satisfying, and profitable experience for the client and the company.

During this phase, the company and the client notice a marked difference in their approach and their results. The client will gain more confidence in their new approach and skills as the coaching relationship develops.

The regular coaching phase of an initial engagement will run for 4–8 months, depending on specific objectives and budget. This phase usually includes an average of 4 hours per month of contact time.

Phase Three: Progress Assessment

At the end of the phase of ongoing coaching (or after about four months, if the coaching phase is significantly longer than that), we will initiate a progress assessment to measure success with the coaching objectives and other improvements in the client's performance. This process includes:

- An in-depth meeting with the client to review their initial assessment and progress on objectives.
- 3-way conversations with 1–2 key people who've observed the client's progress.
- A circle-back with the client's manager to identify progress, next steps, and support needed.

The progress assessment represents an investment of up to 15 hours on the part of the coach over a period of 2–5 weeks, depending on schedules.

Coaching objectives for your company's employees will be customized to their individual needs and challenges.

The following highlighted text is an example of objectives we identified for a recent executive coaching client. The coaching objectives for your company's employees will be customized to their individual needs and challenges. For each category of skills, we provide sample observable behaviors that would confirm for the client and others that the client has developed in this particular skill area. We also present possible ways we could measure success in each category.

SAMPLE COACHING OBJECTIVES AND MEASURES

Influencing Others

- Mike is perceived as open and accessible, even by those who don't know him very well.
- Mike communicates his strategy and gains buy-in from most of his peers, directs and upper management.
- Mike influences others by creating rapport first.
- Mike is able to maintain connection with people, even if they disagree or are negotiating an agreement.

Some ways we will be able to tell that Mike is successful in this area:

- Mike is looked to as a leader among his peers.
- Mike receives more support from his team and peers.
- Mike feels confident in his ability to influence others, including upper management.
- John (Mike's Manager) and/or Mike receive feedback that Mike seems more open and communicates his ideas successfully.

Balancing Collaboration and Outcome

- Mike values both process and outcome.
- Mike's team makes better decisions and creates more robust solutions because of the time given for collaboration.
- Mike is able to effectively engage in tough conversations with his directs, his peers and his manager.

Some ways we will be able to tell that Mike is successful in this area:

- Mike's poll results improve in the area of collaboration.
- Mike's team is more satisfied with their work together and with Mike's leadership.
- Mike notices and values the importance of collaboration.

Building a Strong Leadership Team

- Mike attracts and hires effective people to join his team.
- Mike effectively manages his team and they feel challenged and happy with their work.
- Mike's team becomes more cohesive and he feels supported by them.
- Mike's team members improve their performance.
- Mike gives both positive and constructive feedback to his employees regularly.
- Mike delegates more to his team and is pleased with the results.

Some ways we will be able to tell that Mike is successful in this area:

- Mike has attracted and hired key people to his organization.
- Mike's retention numbers and job satisfaction numbers improve.
- John (Mike's manager) and/or Mike receive feedback that his team is happy.
- Mike's team members know exactly where they stand with him at any given time.

Creating Personal Sustainability

- Mike is able to leverage his natural strengths and style to his role without feeling like he's sacrificing who he is.
- Mike feels his workload and objectives are robust, but doable.
- Mike feels more passion for his role as a leader and finds a way to work that is sustainable for him personally.

Some ways we will be able to tell that Mike is successful in this area:

- Mike feels less stressed and more supported by his team.
- Mike takes time off and "unplugs" when needed.
- John (Mike's manager) notices an improvement in how Mike comes across.

12 ELEMENTS OF POWER LEADERSHIP ASSESSMENT:

This assessment is a stand-alone offering that can be delivered as a “pilot” prior to considering an executive coaching engagement or as an end unto itself. A consultant from Working with Power will observe the client and create a comprehensive assessment of how the Elements of Power are showing up in active, distorted (over-active), and underactive ways in his or her leadership and work. To gather data for this assessment, the consultant will:

- Shadow the individual in at least 1-2 meetings (up to 3 hours total), gathering data using our proprietary Elements of Power Leadership Assessment, which tracks specific behaviors and others’ reactions within the framework of the 12 Elements of Power
- Conduct a 30 minute 1:1 meeting to discuss the client’s self-assessment within the framework of the 12 Elements of Power

The consultant will compile findings from these four sources and provide a detailed written assessment, delivered at another 1:1 meeting of 30-60 minutes’ duration. Clients report that this session and the written feedback and action items are highly valuable as they seek insights into their personal style and its strengths and liabilities.

This assessment is an excellent adjunct to group programs because it allows the Working with Power consultant to gain deep insight into the individuals participating in

the group program before it occurs, thereby deepening the customization and the learning at the actual event. When we conduct 12 Elements of Power Leadership Assessments beforehand, we can provide observations and facilitate a discussion of dynamics within the team and how those dynamics are reflected throughout the organization.

WHAT’S NEXT?

- Contact us to discuss executive coaching needs for yourself or someone else in your company
- Contact us to discuss adding Working with Power to an existing or envisioned High Potential program

For a value-added, no pressure conversation about your needs and possibilities, please call Sara Harvey Yao at 206-686-7697 ext. 222. We look forward to connecting with you.

Michele Lisenbury Christensen and **Sara Harvey Yao** are founders of Working with Power, LLC, a consulting and training firm dedicated to helping companies retain and develop great people and extraordinary leadership teams. You can read articles about the 12 Elements of Power™, the Distortions of Power™, and helping employees thrive in intense environments at www.workingwithpower.com.

You can reach them by email at
Michele@workingwithpower.com
Sara@workingwithpower.com,
or by phone at 206.686.7697.

~ • ~

© 2008 Working with Power, LLC
Published by Working with Power,
6523 California Ave SW, Suite 362, Seattle, WA 98136

All rights reserved. No part of this document may be reproduced by any mechanical, photographic, or electronic process, nor may it be stored in a retrieval system, transmitted, or otherwise be copied for public or private use – other than “fair use” as brief quotations embodied in articles and reviews – without prior written permission of the publisher.



WORKING with **POWER**
(it's easier.)

6523 California Ave SW Suite 362 • Seattle WA 98136
206.686.7697 • www.workingwithpower.com