



THE COACHING
★ AUTHORITY

LEADERSHIP COACHING

Strong, visionary, compassionate, competent, honest leaders develop successful teams and organizations. Recent expressions such as, "negotiating permanent white water" and "riding the winds of change," reflect a serious need for leaders to develop extraordinary inner resources, knowledge and skills. Coaching positions leaders to design and implement a potent plan for the development of their team, organization and their leadership capabilities.

Sometimes, leadership development or decision making requires a confidential one-to-one relationship where a wide range of issues can be more confidentially explored and resolved. Through systematic assessments and dialog you can engage in this powerful leadership coaching process that tackles both bottom line and balance in life issues.

Overview

Today the growing pressures of global competition fuel the demand for ever-more-effective business leaders. It is their responsibility to set the tone and style for the organization--for effecting cultural shifts to meet changing values and expectations. In order to do that, leaders must themselves change, and be prepared to continue to change.

No organization would develop a long-term strategic plan without taking stock of its current resources and historical data. We believe that the same principle should hold true for an organization's senior executives and that is why we offer Leadership Coaching.

There is a common assumption made that those who reach board level no longer need personal development; in fact this is seldom the case. Unfortunately, personal growth opportunities for people at this level are rare and one major drawback of being in a senior position is isolation from meaningful feedback.

The coaching program that we offer is becoming recognized as a valuable privilege and a powerful tool for star performers who wish to shine even brighter--akin to the world-class athlete who seeks coaching in order to excel and then to do better. The program is also applicable to the executive who has the potential but for some reason is not delivering what might be expected.

What is Coaching?

Coaching is a process through which executives are helped to improve their performance and personal effectiveness while reducing stress. Our program offers the rare opportunity to stand back and to take a fresh look at the experiences and assumptions of a lifetime. The program focuses on the following areas:

- *Identify Inner Resources*
- *Target Growth Areas*
- *Promote Balance between Career and Personal Life*
- *Learn Specific Behaviors aimed at enhancing short-term or long term performance*
- *Challenge Underlying Beliefs and Values and invite more fundamental changes*



The coach offers direction and assistance but the choice rests with the individual. It is he or she that discovers the self-knowledge which forms the foundation for continued growth.

The Coach

The coach has no internal links with the company and therefore can be freely confided in. They can have the roles of supporter, co-creator, political confidant and scrutinizer. Within each role, they will bring certain skills:

Supporter - Counselor, Advisor, Supporter, Listener

Creator - Problem Solver, Ideas Generator, Opportunity Organizer

Political Confidant - Challenger, Influencer, Debater, Decision Facilitator

Skills Developer - Innovator, Thought Expander, Trainer, Mentor



Advantages of using a coach include: Independence, Impartiality, Objectivity, Wide knowledge and experience, Different viewpoint, Experience of weighing opportunities, risks and rewards.

The Process

The coaching process can take a number of forms depending on who the individual is and who is asking for the coaching.

- **Briefing Meeting** - There will normally be a briefing meeting where the situation is discussed and a decision is made as to whether coaching is the best approach to achieve the objectives.
- **Meet the Coach** - A meeting between the executive and the coach is held at which the two become acquainted and matters of confidentiality are decided. From here, the

style of the program will depend on what has been negotiated and the outcomes that have been agreed.

- **Information Gathering** - *The coach questions the executive in depth and may give them questionnaires to complete. They may watch the client at work and in certain circumstances will interview bosses, peers and subordinates.*
- **Identify Key Strengths & Weaknesses** - *Both executive and coach review and then identify key strengths and weaknesses as well as developmental needs and put together a plan, They work together on the agreed objectives and this process generally ebbs once the executive is established in a steady attitude towards continuous improvement of leadership abilities and has developed an organizational support mechanism for ongoing growth.*

The Benefits

There are many benefits of coaching and these will depend on the precise form and style of the coaching relationship.

- **Gain Clarity** - *Coaching helps people have clarity and well-ordered priorities. It can give them confidence in their position because they have been helped to think matters through thoroughly. It is not just a silly adage to say that a “problem shared is a problem halved”, which has nothing to do with devolving responsibility, just gaining clarity.*
- **Identify Skill Sets** - *The coaching process can be used to identify what skill-sets the executive needs to develop for the next stage in his or her career and what resources or actions are needed in order to achieve this.*
- **Industry Perspective** - *The coach also brings experience of similar situations from other businesses. While people like to think their problems are unique, they rarely are, and bringing another industry perspective can be refreshing and enlightening.*

The Outcomes

Potential outcomes from a coaching relationship can include: Greater Clarity, Greater Focus, Improved Decision-Making Skills, Enhanced Creativity, Improved Balance in all Aspects of Life and Greater Effectiveness and Better Performance



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