



A coaching and development process designed to help individuals meet their business and personal goals and reach their full potential.

## Executive Coaching

### Why companies invest in Executive Coaching

- ✓ Develop high potential talent for succession planning.
- ✓ Help capable individuals achieve a higher level of performance.
- ✓ Accelerate the ramp-up time for leadership transitions.
- ✓ Help leaders overcome unproductive or derailing behaviors.
- ✓ Enhance the effectiveness of leadership teams.
- ✓ Provide support for short-term, targeted situations.
- ✓ Guide career decisions.

Attain International's Executive Coaching is a proven, results-focused coaching and development process designed to help individuals to increase their impact and effectiveness, meet their business and personal goals and reach their full potential.

### Investment in Executive Coaching is on the rise

Investment in Executive Coaching is on the rise as organizations strive to build ready pipelines of talent and ensure top talent achieves mission-critical objectives. Increasingly, executive coaching has become an important tool for organizations seeking to leverage their human capital. Talent management executives recognize that executive coaching not only enhances situational learning, but leads to enhanced organizational performance and bottom line impact and a competitive advantage in the marketplace.

### Making a company's best people better

According to recent studies, the business community has embraced executive coaching as a versatile leadership development tool that can be used to proactively enhance the effectiveness of already high-performing and capable executives. Executive coaching has become an ideal talent management tool for increasing business performance and making a company's best people better.

Years ago, organizations hired coaches only to support their top tier executives or to "fix" bad hires. These days, coaching is viewed as very positive and demonstrates an organization's commitment to the employee's success in both current and future roles. Furthermore, coaching is increasingly provided to mid-level executives and more junior fast-track talents as well.

### Small investment... substantial ROI

*"Executive Coaching enhances an individual's effectiveness and ability to drive performance of an organization."*

Executive Coaching can generate significant rewards within an organization. Businesses that invest in human capital by effectively leveraging Executive Coaching to groom talent throughout the enterprise are witnessing a significant impact on both operational excellence and the bottom line. Studies indicate that these companies reap benefits such as higher output and productivity, quality improvements and cost savings and lower turnover.

Organizational

Development

Specialists

leadership excellence

# Executive Coaching

## Challenges Executive Coaching can address...

- Transitioning into a new leadership role.
- Facing complex business goals and challenges.
- Increasing scope of responsibility.
- Changing unproductive behaviors or perceptions.
- Dealing with relationship issues.
- Building or fixing a team.
- Embarking on an international assignment.
- Increasing personal impact and effectiveness.
- Dealing with work stress or burn-out.



## The Executive Coaching Process

Attain International's Executive Coaching Process is designed to address the differing needs of each person, business situation and intercultural setting.

Each coaching engagement includes the following activities:

### 1. Upfront Coaching Agreement

The individual and Attain coach do a chemistry and fit check to ensure that there is a good match between the individual's needs and the coach's expertise, skills and style. Then, the individual, the organization – typically the HR partner and the individual's manager -- and the coach forge a partnership built around common understanding of the most important opportunities and challenges, expectations, roles and responsibilities.

### 2. Assessment, Goal Setting and Development Plan

Using interviews and various formal assessment tools, the Attain coach then helps the individual to gain key insight into behaviors, strengths and development opportunities. The coach assists the individual to create S.M.A.R.T. goals that are based on valid and reliable data and exemplify how the individual should learn new skills, change a behavior, address organizational priorities or achieve specific business results. A result-focused development plan is created that includes agreed-upon goals, targeted outcomes, action steps, timeframes and measures.

### 3. Reflection, Discovery and Practice

The Attain coach provides a safe and confidential environment for reflection, discovery and practice. The coach acts as a catalyst, but not the driver, for the change process and has the role of an experienced thought partner to help the individual think through and apply strategies, techniques and actions to address challenges, leverage strengths and develop and practice new skills and behaviors. Ongoing progress reviews occur throughout this phase of the engagement.

### 4. Reviewing and Sustaining Success

At the end of the coaching engagement a final progress review is done and a sustainability plan is created to ensure sustained performance improvement and identify any longer-term development plans. Results measurement, ongoing feedback sources, forward actions and the use of role models and mentoring relationships are important elements of this final phase.

## Timeframe

Behavioral change takes time and occurs as an iterative process. Regular practice of new behaviors in different business situations, assessment of results, adjustment and reinforcement are critical to altering ingrained behavioral patterns. We find that a typical coaching engagement occurs over a six-month period. Some individuals facing complex business challenges request a longer period of support.

## Venue

Executive Coaching sessions are typically a mix of face-to-face meetings and teleconferences that occur at the office location or at off-site conference centers.

# Executive Coaching

## Recent Executive Coaching assignments...

### We...

- are experts in organizational development, executive coaching and leadership transition and development. We have worked in diverse industries, across all organizational functions and in all sizes of organizations around the world.
- are certified practitioners of numerous assessment instruments including: Profilor®, Executive Profilor®, Benchmarks®, Skillscope®, Hogan®, Myers-Briggs Type Indicator® (MBTI®), Cultural Orientations Indicator® (COI®) and Thomas-Kilmann Conflict Mode (TKI®).
- have broad experience in addressing client challenges. Here are some of our

### recent coaching assignments:

- Newly appointed Chief Medical Officer of a healthcare company to successfully onboard and prepare his change management strategy and plan
- Vice President of Academic Affairs of a large university to rebrand herself, strengthen influence skills and position for a step up to the role of president
- CEO of a global white goods manufacturer who was charged with the rapid integration of newly purchased businesses, merging cultures and tripling the size of the business
- Director of Development and Training for a global sporting goods company to make a successful transition into an international assignment and build his new regional team
- High-potential managers in an international leadership development program as they apply their learning to real-time issues in their jobs
- General Manager of Canadian operations for a leading sports retailer to work through her critical challenges in the first 100 days which included a restructuring, workforce reduction and creation of a new business plan
- Lead Engineer for a technology firm to address a career that was stalled by her reputation for being aggressive, impatient and insensitive toward others
- Director of Emerging Markets for a global sporting goods company to work across cultures and establish trust and credibility, build relationships with key stakeholders and establish sustainable business processes
- Vice President of Sales and Marketing in the building industry to transition into a foreign-owned company, deal with cultural differences and address a perception of arrogance
- Manager of Human Resources in a high tech company to integrate into a new manufacturing environment, understand the plant's culture and discover her authentic leadership style
- Director of National Sales in a consumer goods company to transition to a higher level position in a new industry, adjust to a fast-paced, unstructured work environment and effectively influence up
- Senior Quality Engineer in an electronics company to assume a leadership role in training quality improvement teams, strengthen communication skills and learn how to convey technical information in more accessible ways

## 7 Things to look for in an Executive Coach

- ❖ Business experience
- ❖ Behavioral change and coaching skills
- ❖ Credentials and certifications
- ❖ Coaching philosophy and results-focused process
- ❖ Chemistry, rapport and trust
- ❖ Interpersonal skills
- ❖ Results

