



EXECUTIVE COACHING

Key performers are immersed in a rigorous process designed to help them achieve their personal best.

Copyright © Psychological Associates® 2011

NUTSHELL

As an executive advances in an organization, improvement in performance and leadership can become more difficult if the individual must rely on his/her own insights and abilities. Psychological Associates' EXECUTIVE COACHING is a process that helps participants perform better, learn important new skills, and prepare for an enhanced leadership role. And it does it in a focused way by anchoring the process in the specific business culture of the organization. The executive is the center of a rigorous development process arranged to fit his/her circumstances. The process is designed to promote self-discovery; push for personal breakthroughs and insights; and stimulate significant growth as a leader.

EXECUTIVE COACHING is flexible and can be tailored toward helping the up-and-coming manager, a productive seasoned pro, or an executive who is having trouble managing people.

BENEFITS & OUTCOMES

EXECUTIVE COACHING provides:

- Increased managerial effectiveness for high-potential executives
- Greater understanding and insight as to how the executive is perceived by bosses, peers, and direct reports
- Explicit and objective information on how executives can better contribute as leaders to their organizations
- Personal growth that results from timely coaching, instruction, and focused action plans.

HOW IT WORKS

This process is customized to fit each executive, but involves these essential elements:

- **Getting to know the organization.** Psychological Associates collects a wide range of data about the organization, some from interviews with top executives. This helps us to understand the culture and success factors critical to the executive's role in the company.
- **Sizing up the executive.** In this diagnostic step, the executive undergoes a full day of assessment, measuring skills, knowledge, aptitudes, and potential to succeed. The step includes an interview with one of our Ph.D. psychologists, who will serve as personal consultant throughout the process. We also collect multi-rater feedback surveys from everyone who works with the executive. These provide rich insights into management practices and behaviors. The executive also takes part in a leadership simulation, a live interaction with a role-play direct report. This is recorded for analysis of leadership style and behavior.
- **Feedback and action planning.** Feedback from all the activities so far is discussed with the personal consultant. Then, the executive has a group meeting with his/her direct reports for richer insights about the multi-rater feedback results. Next, a conference is held with the executive's boss to discuss this information and to decide on two development initiatives for the executive. With our psychologist's help, the executive also writes action strategies to specify measurable goals and time lines for each imperative. These plans are reviewed in all future sessions throughout the remainder of the process.
- **Ongoing coaching and development.** The executive begins this phase by participating in our flagship leadership workshop, LEADERSHIP THROUGH PEOPLE SKILLS®. It is proven skill-building that can be applied right away on the job. This is followed with developmental feedback for the rest of the process, including 30-, 60-, and 90-day touch-base meetings with the executive's boss to refine goals and action plans. The executive also meets with the personal consultant/coach for monthly feedback sessions and progress reviews. Of course, coaching can take place at any time, typically continuing for six months to a year after the process begins.

