

# Unlocking Results™ through Executive Coaching

Executive Coaching Services Offered by Catalyst Consulting Partners LLC

## WHAT IS EXECUTIVE COACHING?

In a single (very long) sentence, Richard R. Kilburg, author of *Executive Coaching: Developing Managerial Wisdom in a World of Chaos*, defines Executive Coaching as follows:

”Executive coaching is defined as a helping relationship formed between a client who has managerial authority and responsibility in an organization and a consultant who uses a wide variety of behavioral techniques and methods to assist the client achieve a mutually identified set of goals to improve his or her professional performance and personal satisfaction and consequently to improve the effectiveness of the client’s organization within a formally defined coaching agreement.”

In other words, Executive Coaching is a relationship focused on change. It is characterized by mutual respect, confidentiality and a shared sense of optimism about the client’s future. It is also characterized by joint accountability and the need to create measurable improvements in personal performance. All of which means that when a client hires a coach, he or she is agreeing to change. And since most of us prefer the idea of change better than the reality, the best coaches practice “tough love” by holding clients responsible for the hard work that always precedes meaningful change.

## HOW IS EXECUTIVE COACHING DIFFERENT?

Executives searching for professional support face a confusing array of offerings from a host of service providers eager to sell coaching, consulting, counseling and/or mentoring services. Although each of these disciplines involves a skilled provider of services assisting a client, they differ significantly in form and purpose.

- **Coaching** is relationship between someone who wants to grow professionally, the Client, and a skilled facilitator, the Coach, who can help the Client achieve his or her professional objectives. The Coach is typically an outside resource who brings an independent perspective and provides confidential services to the Client.
- **Consulting** typically focuses on improving the performance of the entire organization or selected work groups within an organization. A consultant usually provides analysis, insights and recommendations that impact the effectiveness of the entire organization more so than an individual’s personal effectiveness.
- **Counseling** is a healing or personal problem solving relationship between a client and therapist. A counseling relationship tries to restore an individual’s emotional and/or psychological well being, usually by addressing personal challenges that have their roots in the person’s past.
- **Mentoring** typically reflects an informal professional development relationship between two people, often both employed by the same organization. One is a very competent, experienced and “seasoned” person willing to devote personal time and energy to the other less experienced person who wants to learn from his or her more experienced colleague.

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## HOW CAN EXECUTIVE COACHING HELP ME?

It's all about greater achievement accompanied by increased personal satisfaction. In virtually every high performance profession – music, sport, theatre, and business – the most accomplished achievers maintain and improve their skills with expert assistance.

The coaching experience is one of those rare occasions where you can increase your capacity for greater accomplishment while, at the same time, deriving greater satisfaction from your work. And with good coaching, you'll feel as though you are achieving more with what often feels like less effort. That's the power of focused professional development.

A capable coach brings you an experienced outside perspective, so that you can:

- Better understand yourself – and your unrealized potential,
- Identify potent new personal capabilities (or organizational dynamics) you might have been overlooking,
- Enhance existing capabilities,
- Develop new skills, and
- Draw new inferences, energy, and possibilities from your familiar circumstances.

Using a variety of tools and processes, a good Coach helps you to discover and develop how to make the greatest contribution with the highest satisfaction.

Circumstances where you stand to gain substantial benefit from the assistance of a capable Executive Coach include:

- Improving relationships with colleagues such as peers, teammates, direct reports, other people in your organization, or perhaps customers, suppliers or shareholders
- Learning how to coach your own employees as an adjunct to your own leadership skills
- Assuming new responsibilities
- Reinvigorating a stalled or recently troubled project
- Finessing a special project or unique dynamic with high stakes or significant pressures
- Surfacing and resolving differences between you and your colleagues over direction, priorities, or targeted outcomes
- Reviving your personal motivation
- Preparing for increased upward mobility
- Motivating and/or retaining your staff
- Increasing personal productivity
- Managing large or complex projects
- Acquiring or improving personal skills
- Defusing acute tensions with key constituents

Coaching may be of most value to you when you are facing your greatest challenges or are looking forward to making your greatest contribution.

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## COACHING PROCESS

Catalyst follows a five stage development process:

1. **Framing:** In this stage, Coach and Client identify motivations, outcomes, success criteria, and appropriate measures. Once the rationale and objectives are clear, we create a Coaching Agreement that outlines the coaching engagement so that you have a clear idea of both the process and the outcomes.
2. **Assessment:** Using an assortment of data collection methods, tools and techniques, your Coach assists you with a multidimensional assessment of your individual strengths. The tools we might use include:
  - Validated instruments to gauge your personal work style and individual strengths (e.g., DiSC Profile ®)
  - 360-degree feedback surveys and/or personal interviews with key constituents
  - Time journals
  - Guided personal reflections and meaningful exercises

The goal is to better understand who you are today and how you are perceived by others so that you can more quickly transform yourself into the professional you would like to become.

3. **Development Planning:** Working with tools and techniques provided by your Coach, together you set specific, appropriate goals for your development. You and your Coach also agree on milestones to measure progress, resources to draw on, and barriers to overcome.
4. **Action and Practice:** In this stage, you actually implement some new skills and behaviors. By adopting new methods and habits, you will develop the enhanced competence and produce the improved results that you are seeking.
5. **Feedback and Course Correction:** Lasting improvement comes from obtaining – and acting on – honest feedback about performance. By assessing your progress, you can build on it and improve it even more. And set in motion a self-reinforcing, self-perpetuating habit that continues to serve you long after the formal coaching engagement is over.

## COACHING PLANS

Catalyst recognizes that Executive Coaching is a highly personal service that must meet the needs and demands of unique clients. In coaching, one size definitely does not fit everyone. So we offer three basic levels of involvement to help our clients choose the right combination of services for their particular circumstances.

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## 1) "Now" COACHING

Intense, focused coaching support for a particular event or need, or to help resolve a specific challenge ... NOW.

**Term of Assignment:** Intense, short-term involvement that, depending on the situation, may last a few days to several weeks. The usual configuration is one to two weekly one-hour sessions for one to three months.

**Method:** In-person and telephone interviews; other data-gathering as indicated, followed by analysis and assistance with implementing action plans.

### **Typical Results:**

- Successful resolution of the urgent issue that prompted the interest in coaching
- A lasting foundation for better future performance
- Better business results

## 2) "SKILLS" COACHING

Coaching support to help you acquire or improve specific skills.

**Term of Assignment:** Typically 3 one-hour sessions per month for the first three months, followed by 1 or 2 sessions per month for the next three months.

### **Method:**

- Validated instruments to gauge your personal strengths
- 360-degree feedback survey and/or interviews with your key constituents
- Interpretation of assessments with a focus on the implications for your development
- Methods advisories
- Personal reflections
- Time journals
- Personalized development planning support
- Face-to-face and/or telephone meetings supplemented by
- Ongoing coaching support via phone and email throughout the coaching engagement.

### **Typical Results:**

- Competency in the targeted skill
- Increased capacity for learning
- Better business results

## 3) "TRANSFORMATIONAL" COACHING

Coaching support to help you fulfill your professional potential. This longer-term program is designed to help capable high-achievers accomplish more with greater ease and increased personal satisfaction.

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**Term of Assignment:** Typically 3 one-hour sessions per month for the first six months, 2 sessions per month for the next three months, and 1 session per month for the next three months.

## Method:

- Validated instruments to gauge your personal strengths
- 360-degree feedback survey and/or interviews with your key constituents
- Interpretation of assessments with a focus on the implications for your development
- Methods advisories
- Personal reflections
- Time journals
- Personalized development planning support
- Face-to-face and/or telephone meetings supplemented by
- Ongoing coaching support via phone and email throughout the coaching engagement.

## Typical Results:

- Extraordinary – and satisfying – professional and personal achievement
- An increased capacity for learning
- An increased capacity for teaching and developing others
- Better business results

## INVESTMENT

Coaching is not a cost. It is an investment. And studies show that it is an investment that yields a substantial return. In a September 2, 2001 article, The Denver Post noted “The Manchester survey of 140 companies shows nine in 10 executives believe coaching to be worth their time and dollars. The average return was more than \$5 for each \$1 spent.”

Catalyst’s professional fees for Executive Coaching are detailed in the following chart.

Coaching Levels of Involvement	Telephone Coaching		E-Mail Support	Face-to-Face Coaching	
	Planned One Hour	Unplanned 10 minute		In-Town	Out-of-Town
<b>Now</b>	\$250/hr	No Charge	No Charge	\$400/hr	\$1500/day
<b>Skills</b>	\$210/hr	No Charge	No Charge	\$335/hr	\$1260/day
<b>Transformational</b>	\$175/hr	No Charge	No Charge	\$280/hr	\$1050/day

Coaching engagements are billed monthly in advance according to the Client’s chosen Level of Involvement. All approved travel-related expenses, along with expenses associated with any assessment instruments, surveys, etc., will be billed at cost on a monthly basis.