

## What is Executive Coaching?

Executive Coaching is, in some ways, similar to personal coaching, except that it focuses more specifically on issues related to effectiveness and fulfillment at work. Some common themes in executive coaching include developing managerial skills, enhancing teambuilding and leadership skills, identifying and optimizing the use of key strengths and building the competencies of emotional intelligence.

## Who Benefits from Executive Coaching?

Peter Drucker in *The Effective Executive* defines an executive as any worker who “by virtue of his or her position or knowledge, is responsible for a contribution that materially affects the capacity of the organization to perform and to obtain results.” Implied in this definition are two key roles that define the executive: making decisions (as opposed to just carrying out orders) and being in the position of making better decisions because of their knowledge and skill.

These individuals tend to be the most senior leaders in a large organization, though not exclusively so. Many entrepreneurs who lead small, rapidly growing start-up companies and other individuals who lead complicated lives, with multiple areas of responsibilities and multiple complex decision-making challenges also benefit from working with an executive coach.

For many executives, there are just not many people to whom they can turn to for help, not even in their own organization. Also, uncertainty about trust and confidentiality, covert in-house competition in climbing the corporate ladder can make it difficult for the executive to turn to a boardroom colleague with their concerns.

For other executives, it is the wish to be able to consult with a fresh mind, with someone who brings no investment or position of his own, an outsider who is not involved with the organization or its culture.

Senior business teams, who may spend most of their time scattered far apart are also recognizing the benefits of coaching. When they do get together, they want their meetings to be as productive as possible, and team facilitation by an independent coach is one way of achieving that. The coach is able to monitor the dynamics of the team and attend to the group process while assisting the team to focus on the task at hand.

Many executives are finding that regular coaching sessions with an external coach, even by telephone, can have a transformational impact on the quality of their performance at work.

### What to Expect from Executive Coaching

- Clearer understanding of own style
- Improved communication & engagement skills
- Better Strategies for coping with stress/work demands
- Clearer understanding of own professional performance
- Clearer understanding of organisational issues & how to resolve them
- Improved professional relationships
- Improved decision making skills
- Improved motivation

**Association for Coaching (2004). *Summary Report: ROI for corporate coaching***

On Completion of the Horizons Executive Programme:

- The Executive will have experienced, benchmarked and evidenced improvements according to criteria as set by themselves and their organisation
- The Executive will have integrated relevant personal change resulting in sustained behavioral change
- The Executive will have gained new perceptions, understanding and attitudes about themselves, others and their organisation