

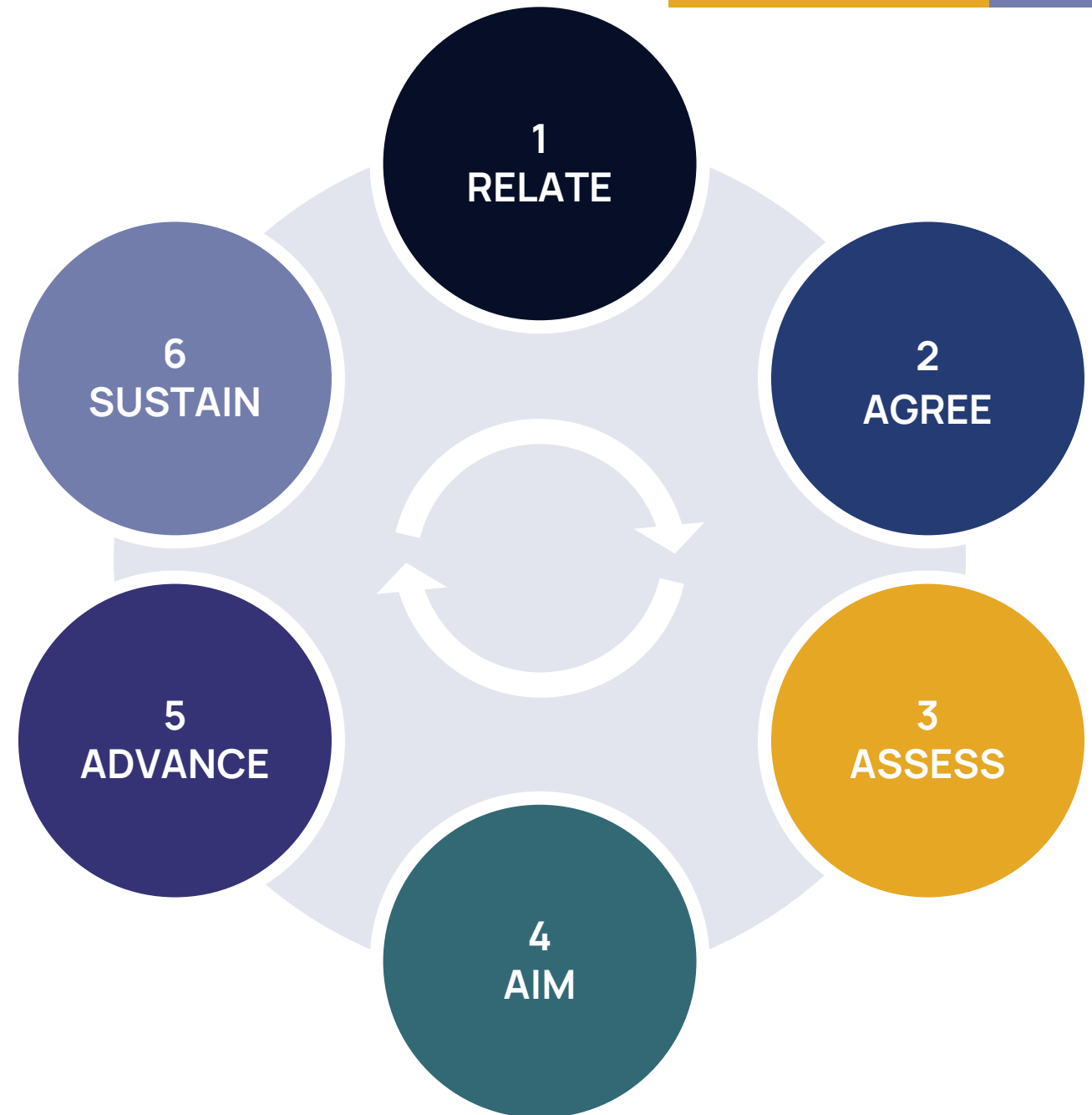


Executive Coaching Methodology

Executive coaching is a unique form of coaching. It is a 3-way partnership between the executive, the executive coach, and the organization's sponsor. The coachee's goals must always link back and tie into the organization's strategic and organizational objectives.

Effective executive coaching relationships are built on clearly defined goals, mutual trust, and respect between the 3 parties in the coaching relationship. A coaching partnership, ideally, laid out in writing, identifies the 3 parties in the relationship, the ground rules, confidentiality terms, timeframes, specific goals and success measures – with a focus on leveraging the leader's strengths and building key competencies that develop their leadership capacity.

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Step	Description	Tips
1 RELATE	Meet and get to know one another, and determine if there is a good, trusting 'fit' between the 3 parties: the coach, the leader, and the organization's sponsor.	Determining 'fit' is as much an art as a science. It is an intuitive sense, gained from getting to know one another. A coaching relationship is unique and personal; fit matters. Ask lots of questions. If the 'fit' doesn't feel right, find a coach with whom it does.
2 AGREE	Establish a formal Coaching Agreement that specifies the terms of the relationship and the engagement, including broad goals, guiding principles, and confidentiality.	This written agreement sets boundaries and expectations, and positions the engagement for success. Don't proceed without having this in place.
3 ASSESS	Use Assessment tools to help set baselines and provide inputs into a Development Plan.	Tools include: Narrative or Online 360 Degree Assessments, Lumina Spark, MBTI, Leadership Practices Inventory (LPI), Hogan Leadership Assessment, Leadership Circle, etc. They provide useful insights and can accelerate growth, so try one.
4 AIM	Refine the goals of the coaching engagement, including how to measure progress.	The Leader's Development Plan is developed as part of the first few sessions and is also informed by the assessment results and other information. Ensure the Plan's goals are specific, and include measurable indicators, timelines, milestones, and evaluation.
5 ADVANCE	Progress towards goals through action-focused coaching sessions that strengthen the leader's current and future leadership capacity.	Coaching sessions are guided by the Development Plan, issues that arise, and continued work on medium and longer-term leadership competency development. Check in periodically to adjust and recalibrate the arrangement as required.
6 SUSTAIN	Co-develop a 'next steps' plan that is a catalyst for the leader's long-term growth and development.	Executive coaching takes place in the context of the leader's overall development plan. When the coaching agreement is concluding, the leader and the executive coach develop a 'next steps' plan that is integrated into the organization's development planning process. Ensure you complete this step.