

# Overview of Executive Coaching

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## What is Executive Coaching?

Coaching is an action-oriented partnership that concentrates on where you are today and how you can reach your goals. Coaching focuses on both professional and personal goals, including work-life balance.

Executive coaching helps to break through roadblocks that can impede the accomplishment of personal and organizational goals by providing structure, motivation, feedback and accountability.

## Why Is Coaching Effective?

Coaching is a strategic intervention and is effective over other developmental techniques because a) it is real-time; it focuses on your immediate issues, not case studies, b) it is just-in-time; it works at exactly when you need it to, not months later, and c) the process builds on client's strengths.

## Types of Coaching

Coaching for high-potential executives in succession planning

Coaching to improve job performance

Transition coaching for executives transitioning to a new position

Assimilation coaching for executives (often external hires) new to their position

## How Does Executive Coaching Align with Your Organization?

Coaching must align with the culture of the organization to be reinforced and be successful. Coaching should build off prior testing, assessment results and 360 feedback data.

## How Should You Select a Coach?

Career background, expertise in executive development, coaching experience, and chemistry

## Confidentiality

All conversations and documents are confidential between the coach and the client.

## How do we meet?

Coaching occurs in two settings-face to face and over the phone. Both are effective. Initially, all meetings are face to face. Over time, phone meetings can be effective. Phone sessions can be at pre-established times or impromptu with limited notice.

## Accountability

For coaching to work, there will be "homework" (readings, reflection, assessment) that must be completed. Generally, scheduled meetings should not be canceled at the last minute.

## Linking Executive Effectiveness to Organizational Performance

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