



WHAT IS EXECUTIVE COACHING?

The Association for Coaching describes coaching as "A collaborative solution-focused, results-orientated and systematic process in which the coach facilitates the enhancement of work performance, life experience, self-directed learning and personal growth of the coachee." It defines executive coaching as "specifically focused at senior management level where there is an expectation for the coach to feel as comfortable exploring business related topics, as personal development topics with the client in order to improve their personal performance".

Coaching is a partnership between the coach and coachee, helping you to create a change that will enhance your learning and performance. Executive coaching will facilitate your growth and unleash your potential. It focuses on the future and supports you to explore, define and set clear aims and objectives. It challenges you to see and appreciate yourself and your situation and requires you to commit to action to develop lasting personal growth and change and achieve your business and organisational objectives.

Coaching is not a remedial activity. It can enhance the abilities and performance of those who are already performing highly.

Executive Coaching can be especially useful in the following areas

- Self-knowledge builds clarity about objectives and the perspectives, values, aims and personality traits of others. When this is lacking, discord and conflict among members of the Board or senior management team is common.
- Self-awareness is crucial to leadership and this can be heightened through coaching. Emotional intelligence, being able to see, understand and deal effectively with others' perspectives is key to successful leadership (as well as personal life). Coaching can nurture empathy, compassion and overall self-awareness. This in turn builds resilience to stress, ability to manage internal conflicts, experience interconnection with others, and maintain well-being.
- Coaching can strengthen the ability to lead and cope with change. When leading large scale, transformational changes a leader needs confidence, courage and the ability to engage all stakeholders meaningfully, build a shared purpose and empower people to make and sustain the changes. Coaching for change leaders can prove crucial to their success.
Coaching can also be particularly powerful during periods of major organisational change which can require significant shifts in behaviour and attitudes in order to fit in with new structures or cultures. Coaching can help individuals appreciate their options, make necessary changes and take difficult decisions.
- Planning and negotiating a career and life path. Coaching can support an organisation to manage talent, developing skills and abilities in its staff and creating its senior managers and leaders of the future. It can support individuals to take a view of the career and life paths available to them and take positive action to improve work-life balance and ensure long-term career satisfaction.
- Coaching is frequently used to help individuals who are progressing in their career to stretch and grow into a new role that requires different and enhanced skills and abilities.