

Dattner Consulting, LLC

# The Executive Coaching Process

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**Ben Dattner, Ph.D.**

# Executive Coaching

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- Goals
- Preparation
- Assessment
- Development planning
- Implementation
- Evaluation
- Follow up

# General goals of the process:

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## ➤ **Goals**

- Preparation
- Assessment
- Development planning
- Implementation
- Evaluation
- Follow up

- Coaching should be aligned with other training and development programs in support of business goals
- Coaching should be framed positively as an investment by the organization and an opportunity for growth rather than as a remedial exercise

# Specific goals of the process:

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## ➤ Goals

- Preparation
- Assessment
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- Follow up

- Client should develop a better understanding of strengths and developmental needs
- Client should use this understanding to create, implement and refine strategies for improved performance

# Preparation for coaching:

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- Goals
- **Preparation**
- Assessment
- Development planning
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- Meeting of coach and client's manager and/or Human Resources
- Meeting of coach and client where the coach explains his or her approach to coaching and role as a supportive and neutral outsider
- Development of a consensus between the manager, client and coach on the goals and logistics of the coaching engagement
- Distribution of assessment surveys and/or scheduling of assessment interviews

# Assessing the client:

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- Goals
- Preparation
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- Confidential 360 degree feedback
- Personality or style assessments- ie: MBTI, ECI
- Interviews by coach of client's supervisor, peers and subordinates
- Exploration by client and coach of:
  - Career history
  - Work preferences
  - Role challenges and opportunities
  - Sources of conflict and stress
  - Professional goals

# Development planning:

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- Goals
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After condensing the assessment to 3-5 key themes, client and coach collaboratively develop:

- Plans for leveraging strengths or remedying development needs
- Performance goals
- Learning goals
- Managerial style goals
- Career goals

# Implementing the plan:

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- Goals
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After appropriate sharing with others of the development plan:

- Client implements strategies and tactics specified in the development plan
- Client and coach discuss progress on an ongoing basis

# Evaluating progress:

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Client and coach evaluate the success of the implementation by using:

- 360 degree feedback
- Meeting with manager
- Follow-up discussions with peers and subordinates

# Following up:

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- Goals
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- Assessment
- Development planning
- Implementation
- Evaluation
- **Follow up**

- Client and coach can reconvene after 3 – 6 months to evaluate progress
- Additional input can be gathered from others if necessary
- Development plan can be modified given emerging challenges

## For additional coaching information and resources:

[www.dattnerconsulting.com/webcoach](http://www.dattnerconsulting.com/webcoach)

Risks in executive coaching and how to minimize them

<http://www.dattnerconsulting.com/presentations/coachingrisks.pdf>

The history, types and benefits of executive coaching programs

<http://www.dattnerconsulting.com/presentations/executivecoaching.pdf>

How to write your professional "user's manual" for your staff

<http://www.dattnerconsulting.com/presentations/usersmanual.pdf>

Assessments that organizations use to develop employees

<http://www.dattnerconsulting.com/presentations/developmenthandbook.pdf>

"The use and misuse of personality assessments"

<http://www.dattnerconsulting.com/HR>

"The three roles that executive coaches should avoid"

<http://www.dattnerconsulting.com/threeroles>

"Postgrad growth area: Executive Coaching"

<http://www.dattnerconsulting.com/gradpsych>

"How to manage as a first time boss"

<http://www.dattnerconsulting.com/fortune>

Dattner Consulting's Leadership 360

<http://www.dattnerconsulting.com/leader.pdf>

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