

# Executive Coaching

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# Executive Coaching

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“No matter how much the world has changed, people on the job still need some mentoring, some monitoring, and some meaningful interaction. If workers can’t get that in-house, they’re likely to outsource it.”

Fortune Magazine, February 21, 2000

“Scientists hypothesize that human beings *require* some degree of personal attention in order to be healthy. Personal attention is an ever-larger portion of the gross national product.”

Robert Reich, *The Future of Success*, 2001

# 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
- Development planning
- Implementation
- Evaluation
- 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

# Preparing for the process:

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

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

- 360 degree feedback if available
- 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
- Preparation
- Assessment
- **Development planning**
- Implementation
- Evaluation
- Follow up

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

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

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
- Preparation
- 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

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