EXECUTIVE COACHING

Executive coaching is an experiential and individualized leadership development process that builds a leader's capability to achieve short- and long-term organizational goals. It is conducted through one-on-one interactions, driven by data from multiple perspectives, and based on mutual trust and respect. The organization, an executive, and the executive coach work in partnership to achieve maximum impact.

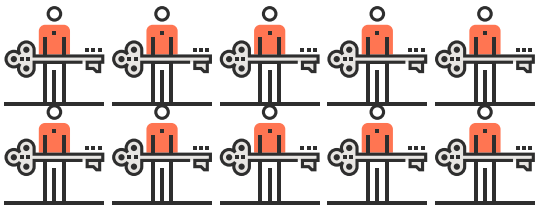
To paraphrase Albert Einstein, it takes a different kind of thinking to solve a problem than the kind of thinking which produced the problem. Simply, '**COACHING**' is the process of helping people develop their capacity to think in new and creative ways so that they can accomplish what they really want to accomplish.

To truly establish a coaching culture an organisation needs to develop their leaders as coaches, where each leader not only shares experiences and insights with their direct reports but also relies on coaching opportunities to boost performance.

But the reality is, 'Lonely at the top' resonates for most CEOs

Nearly **66% of CEOs** do not receive coaching or leadership advice from outside consultants or coaches

while **100%** of them stated that they are willing to be coached and make changes based on coaching



2013, Executive Coaching Survey,
Stanford GSB Center for Leadership Development and Research

Executive coaching is

- an experiential and individualized leadership development process that builds a leader's capability to achieve short- and long-term organizational goals
- conducted through one-on-one interactions, driven by data from multiple perspectives

WHY EXECUTIVE COACHING?

- Increased effectiveness and retention of key leaders – especially during economic uncertainty and challenging business conditions
- Improved business results
- Retention of leaders' direct reports and colleagues
- Increased senior team effectiveness and cross-functional collaboration

HR ANEXI'S 3 STAGES OF EXECUTIVE COACHING

- **Assessment** – A variety of techniques including personality and cognitive measures to gain an understanding of each individual
- **Feedback** – 360° feedback to give a clear picture of strengths and opportunities for development & maximum impact
- **Development planning and execution** – Specific steps to improve performance and help the coachees realise their potential

7 PHASE MODEL

FOR GUIDANCE & COACHING POSITIONING SYSTEM (GCPS)

SCOPING FOR APPROPRIATE ENGAGEMENT

Is the need clear? Are alternative solutions possible? Is there commitment by the organization/ manager to support the coaching? Are there issues beyond coaching that need to be addressed?

MATCHING CLIENT WITH COACH

An essential and delicate step in any coaching engagement, this requires skill, judgment, and experience. The success of the coaching engagement depends on finding the right chemistry between the coach and the client

DETERMINING OUTCOMES

We clarify expectations, roles and objectives with all stakeholders (the client, the client's manager, the HR business partner and the coach)

GATHERING INFORMATION

We gather and assess information about the client's current leadership behavior and potential, challenges, communication style/skills, work/life values, ambitions and personal values, as appropriate

CREATING AND IMPLEMENTING A DEVELOPMENTAL STRATEGY

Working together, we establish a tailored action plan designed to identify strengths, development areas, leverage points and desired leadership behavior

MEASURING RESULTS

We track success by completion of the action plan aWnd, more importantly, by observable behavior change

CLOSING THE COACHING PROCESS

Establish the overall effectiveness of the process & success of the intervention. Ensure ongoing sustainability of the progress made

Process of (GcPS):

Coaching/ Training Need identified through IDP generated based on 15FQ+ , 360° Feedback & Competency Based Interview

Tripartite meeting † with Participant, Coach & Stakeholders*

Goal Setting where Start/ Stop Actions are finalized in 3 one to one meetings of 20 minutes each between the Participant and Manager/ DR1/DR2

IMPLEMENTATION TRAINING/COACHING INTERVENTION

GcPS Session 1

GcPS Session 4

REVIEW : Findings Shared by Participant to Stakeholders using evidence from GcPS

GcPS Session 9

Indicative GcPS Timeline 10 sessions of 60-90 min in 12months

REVIEW : Findings Shared by Participant to Stakeholders using evidence from GcPS

CLOSE OR FURTHER ACTION: If all the milestones are satisfactorily met, then the Stakeholders decide to close the GcPS AND/OR decide on further Action.

† In the Tripartite Meeting, Leading and Lagging Indicators are finalized as milestones for measuring the training outcome, along with the process, ground rules, business outcomes, SLA (Measurable Matrix). Generally 4 to 6 milestones are finalized to be achieved in a period from 6 months.* Stakeholders include one Manager & 2 Direct Reportees

Coaching teams for the next level
through Executive Coaching

A large global CMM-Level 5 Information Technology (IT) and Business Process Outsourcing (BPO) organization in India wanted to take a strategic decision to improve its competitive edge.

Need → to coach the project teams to take the organization to the next level

Approach

Group Coaching Engagements for 30 member Project Teams

Expected Business Outcomes

- Revenue maximization
- Acquiring lost clientele
- Achieving and exceeding Targets
- Using online tools to converge website visitors

SOLUTION

PHASE I

All the 30 project team members developed an Individual Development Plan based on psychometric tests and manager and peer feedback

15FQ+ FIFTEEN FACTOR QUESTIONNAIRE

360 REPORT

PHASE II

Group coaching was conducted at regular intervals over a span of 6 months

PHASE III

Milestones and goals strictly monitored. Coaches worked with each participant to overcome challenges and issues arising in the delivery of the portfolio

PHASE IV

Mid-term and final Review presentations by the coachee to the stakeholders

IMPACT

- enhanced individual capabilities
- created a talent bench within the organization
- established a common platform to share tacit knowledge
- enhance business results

HR Anexi's consultants customize a range of initiatives and actions to drive an organisation's performance and growth.

We have tested and proven methodologies and expertise to help family- run businesses build organization alignment, develop capabilities, improve performance and productivity, strengthen culture and leadership. Sustained business success comes with the application of the ***HR ANEXI'S WHEEL OF TRANSFORMATION.***

It is a holistic model that combines an understanding of business, management and family dynamics.

100 + Consultants | Strategic Global Alliances | Satisfied Customers Across 60+ Different Industries

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