



LCSR Consulting, LLC

Leadership drives **Culture** which drives **Sustainable** business **Results**

Building Great Leaders Through Executive Coaching

Introduction: Building Great Leaders Through Executive Coaching

While leadership development and training programs build required skills across an organization in a group setting, leadership/executive coaching is a key "accelerator" to acquiring required skills and overall leadership effectiveness by offering a targeted learning and development experience at the individual level. There is no better way for leaders to acquire and enhance the skills necessary to become a successful leader and contribute in progressively meaningful ways to the organization.

As leaders move through the levels of leadership, they increasingly need access to an objective third party in the form of a leadership coach. In our experience, coaching is most beneficial when a leader:

- Is advancing to a new position
- Has been identified as a rising star
- Has difficulty getting results from his/her team
- Is displaying leadership qualities but is not meeting performance goals
- Lacks self-awareness about his/her impact on others

LCSR Consulting 5 Step Executive Coaching Process

Understanding, Assessment, Plan Development, Implementation, and Progress Checks are the 5 steps that are key to a successful coaching experience. But at the forefront of all coaching engagements is a clear agreement on the desired outcomes. What does this leader need to build upon? Improve? Explore? Achieve? Equally important, we establish how to measure progress against those outcomes. Unique to the LCSR Coaching process is the use of "monitors"—trusted peers and subordinates—that work closely with the Client and Coach to help drive the desired behavior change.

Step 1 – Understanding

In this first step, the Coach, Client and Client's manager work collaboratively to understand the situation and create what the new "picture" should look like. Skilled at in depth listening, we will help you answer these questions:

- What are the goals of this coaching experience?
- Why are we here?
- How will we know when we've accomplished what we set out to do?

Step 2 – Assessment

LCSR Coaching uses a variety of tools from formal assessments to the gathering of in-depth qualitative data through 360 interviews. Analysis of these assessments helps the client understand the concept that "What got you here, won't get you there" and will be the foundation to the next step.

Step 3 –Plan Development

Customized to the Client’s specific goals, a written plan will be developed that will outline various methods and techniques to employ, identification of progress milestones, strengths to build upon and weaknesses to conquer. During this step the following questions will be answered:

- What are the specific goals of this coaching experience? What are the desired behavior changes?
- How will we work together? What process or approach will we follow?
- Who will the monitors be throughout the coaching experience?
- What actions will the Coach and the Client take to help achieve the desired goals?

Step 4 – Implementation

The Client will begin to implement new skills and improve behaviors that focus on leadership, image and presence as articulated in the plan. LCSR’s experience with understanding the culture of an organization provides helpful insights to the Client so that they can effectively implement changes.

Step 5 – Progress Checks

As a trusted confidante, the coach will provide honest, unbiased feedback in order to evaluate growth and determine the successful attainment of goals. Building on early successes creates momentum that carries on well after the Executive Coaching engagement has been completed. Periodic meetings will also be held with the Client and Client’s manager to calibrate progress and ensure that the plan is on track.

Program Overview

- The typical coaching engagement will last 12 months
- Assessment, plan development and commitment to the plan (by the Client and the Client’s manager) will occur once the coaching engagement has been agreed to
- During the first 3-4 months face to face meetings will occur twice a month (contingent upon Client availability) and will occur once a month thereafter.
- In addition to face to face meetings the Coach will be available for phone calls/Skype calls as needed. It is highly recommended that the Client take advantage of the informal “touch bases”. These calls are very useful to allow the Client to prepare for or debrief a critical meeting or situation as it arises.
- The Coach will connect with Monitors every other month to obtain specific behavioral examples (both positive and constructive) exhibited by the Client that can be incorporated into future coaching sessions. Monitors may also reach out to the Coach as needed to provide specific feedback.
- Written progress reports will be provided on a quarterly basis.