

Executive Coaching Information Sheet

The following are typical questions people have about Executive Coaching. The answers provided reflect Excelerate's approach, beliefs and experiences as a tenured coaching organization. Please let us know if you have additional questions or would like more detailed information

Q: What is Executive Coaching?

A: Executive Coaching is essentially a relationship between coach and coachee which serves as a catalyst for observation, change and growth in the coachee.

Q: What happens in an executive coaching session?

A: Good coaching requires powerful dialogue between the coach and coachee. Conversations are intended for discovery, decision making and confronting ones own limitations to personal and professional success. A good coach creates a safe and stimulating environment which enables the coachee to see things from different perspectives and acquire the skills, courage and motivation to approach decisions differently.

Q: How does Executive Coaching Take Place?

A: There a variety of ways to deliver Executive Coaching. All can be successful and you should choose based on your personal comfort, taking into consideration the strengths and competencies of the coach, as well as your schedule and personal flexibility.

In Person Coaching. When coach and coachee meet at the same location, typically a private, comfortable office where a safe and productive environment can be created.

Phone Coaching. When coach and coachee meet over the telephone. This can be very effective providing both participants are able to provide their undivided attention to the meeting.

Virtual Coaching. Using the computer and Internet, virtual coaching allows remote access with visibility through webcam and Voip technologies. This is a great option when you value the benefit of being able to see the person you are speaking to. A small investment in technology may be required.

Online Coaching. Using instant messaging and/or email is often an inexpensive way to connect with your coach and receive counsel you need.

Group Coaching. Group coaching is a less expensive alternative to one-on-one coaching and can produce powerful results while facilitating productive networks. Group coaching is done both in

person and over the phone and typically the coach will instruct on a topic then open up the opportunity to the audience for someone to be coached in the area of discussion. Peers gain insight from the coaching experience and are provided an opportunity to ask clarifying questions as well.

Q: What are the specific benefits of Executive Coaching?

A: The benefits will be different for each person; however following are 12 examples from Excelerate client successes, which briefly demonstrate how Executive Coaching can transform people and situations in order to create remarkable personal and organizational success:

1. An executive that previously had high turnover in his area because his staff felt undervalued is now able to build stability in his department through better appreciation for the value others contribute, which combined with enhanced communications skills led to a happier more productive staff. The company benefits from cost savings related to reduced turnover as well as an increase in productivity and creativity.
2. A high-potential manager who battles with self-confidence issues resulting in great disruption among their peers and subordinates, learns to identify and develop her own talent base and understand how historical precedent affects their perception. In doing so she regains confidence that allows her to maintain a positive competitive edge without bullying those around her. This results in more rapid promotions for her and her company benefits from the ability to leverage her talents across the organization.
3. A business owner who recently expanded his business had under-projected the cash requirements for the expansion resulting in the near failure of a once successful business. The owner is paralyzed by the stress of the situation. Executive Coaching with Excelerate provided the safe environment, candor and accountability to center the CEO and allow him to focus on solutions rather than what appeared to be impending disaster. The result is a healthier business and a more confident CEO.
4. A technically excellent performer who others found difficult to tolerate is able to collaborate among team members and different departments resulting in higher overall production (sales, programs, products, etc.)
5. A trusted manager in high-stress situation feels overwhelmed and paranoid about everything and knows that she is no longer functioning at peak performance. Through coaching she learns how to gain perspective in difficult times in order to think and react more objectively. This results in increased productivity and a healthier work environment for the individual and those around her.
6. A leader who had difficulty maintaining the trust of subordinates now role models the core values of the organization in speech and behavior; resulting in an overall strengthening of morale, reduced retention and programs that are executable and sustainable.

7. A brilliant manager who previously struggled with accomplishing projects on time improves their own and their departments overall productivity through implementation of realistic prioritization and productivity models.
8. A professional who is well regarded by colleagues for excellent work is so miserable in his role that it has affected the quality of life and relationships, through coaching, learns what motivates him and how he can bring into alignment the passions and talents that are satisfying to him. The individual benefits from a fulfilling life and the company benefits from maintaining a truly valuable associate.
9. A workaholic executive learns to effectively strategize, prioritize and delegate in order to bring balance to his values and behaviors.
10. A newly promoted C-level executive is struggling to make effective strategic decisions, which resulted in the reduction of confidence others have in his leadership. Through coaching he is able to gain the perspective, objectivity and confidence he requires to make sound decisions which result in the overall success of his company.
11. A company recently retired some of its more senior managers and found it necessary to prematurely promote several employees into management positions. Through group coaching this team of managers was able to obtain training, counsel and encouragement to allow them to more effectively navigate corporate politics while learning to perform as managers (i.e. strategize, prioritize, delegate, mentor, hold accountable, etc.). This allowed the company to transition a new bench of managers effectively and with relatively few disruptions to the organization. Group coaching also provided the participants an opportunity to immediately build confidence as managers both through the coaching and through the sustained bonds of their peer group.
12. An executive from outside the industry takes a new position as the head of a multi-million dollar company only to find that the employees hate his guts and have plans to be disruptive. Through coaching the executive begins to separate the potential players from the hopeless malcontents and learns to build bridges in productive ways. Within several months the employees are completely behind the new CEO and the company has increased its revenues by more than 50%. Because of this CEO's strategic efforts to remain objective and focused, less than 10% of the original staff actually required termination.

Q: How quickly does Executive Coaching produce an impact?

A: This is best answered in two ways. Understanding that everyone brings different issues, opportunities and objectives to the table it is honest to say that how long it takes to create a "sustainable impact" is difficult to determine. With that said, most people confess to experiencing an immediate impact from coaching. As a coach, I believe this is because the coaching environment is one of few in which the coachee places him or herself in a situation where they are going to hear respectful and unbiased yet candid feedback and probing questions. As in life, a lot of little gains results in a big net gain

and in order to create “sustainable impact,” coaching process generally require a minimum of six months. Most often the coaching relationship is maintained for a year or more.

Q: What does it mean to achieve “Sustainable Impact” from Executive Coaching?

A: Executive Coaching most often seeks to modify attitudes and behaviors that prove limiting to a person’s success and/or contentment. Limitations are often self perceived, although sometimes others perceive it for them (and this too is a gift.) In order for coaching to be considered successful, the attitude and **behaviors** that were once limiting – *such as the way a manager completely disregards the input of his staff, or the way an executive is constantly perceived as lying to his stakeholders* – have to be **permanently changed**. Sustainable means that the behavior that was ineffective is now changed to a behavior that is effective. When the coaching stops and the improved behavior(s) remain; the impact has been sustained.

Q: How much does Executive coaching cost?

A: At Excelerate, pre-paid Executive Coaching packages range from \$2,400 to \$10,000 depending on the length of commitment and frequency of meetings. Discounts are provided for longer length of service. Group Coaching programs are priced depending on the size of the group and coaching venue.

Q: How do I select the right coach for me?

A: First you identify your expectations; what do you want Executive Coaching to help you do/achieve/accept. Then you talk to a few coaches to see whose you feel will be able to compel you to produce the best results. I recommend selecting a coach you trust and like, but who also tells you the truth and who you know will motivate (and exhort) you to achieve more.

Q: How will I know if the Coaching is working?

A: You will know that coaching is working for you if you are learning about yourself and about others, if your attitude and/or behaviors are changing and improving, if your energy increases, if you feel and act more positively, if your work performance improve, if your friends and family suddenly find you more pleasing to be around – you will know coaching is working.

Q: How do I measure overall Success of Executive Coaching?

A: As in any other business investment you need to set clear expectations and reasonable, measurable goals. A good coach will make sure this happens during the first few sessions. Then you and your coach both need to track your performance to your goals to ensure that you are making the progress desired. If not, together you need to discover why and strengthen action plans to accelerate success. Dialogue on performance to goals should be a regular conversation between you and your coach.

Q: What if I can't afford Executive Coaching, yet I need this help?

A: This is a common objection; especially by executives who are considering it for their emerging leaders and individuals who need to pay for the service themselves. The costs are very reasonable when you consider what you stand to gain by receiving the benefits of coaching, and more importantly, what you could easily sacrifice in order to afford coaching services. Very often when price is the objection, the decision maker is unconvinced about the potential benefit because a.) they haven't yet experienced the power of coaching or b.) they are not truly willing to commit to the coaching process. If you are interested in coaching, yet aren't sure about the financial commitment, do yourself a favor and purchase one or two sessions to test it out.

Q: What is the best part of Executive coaching?

A: This is different for everyone. Our client feedback has several themes and below are a few quotes that illustrate what people value about Coaching:

- "I have never been in a situation where someone applied such focus to me and my problems. I feel heard and valued."
- "I need someone to hold me accountable to the truth; and to what I know I can do."
- "Coaching made me realize just how much I am capable of."
- "My Excelerate coach is a great crisis manager; when I really needed support she was always there propping me up and giving me hope to get through the day."
- "Executive Coaching provides the outside strategic counsel I need to remain razor sharp in a competitive marketplace. Without it I'd be average, but with it I achieve consistently superior results"

Perhaps the best indication that coaching works for our clients is our Executive Coaching renewal rate; more than 75% of our clients renew services after the completion of their initial term of service. Many have coached with us for more than 7 years.

Q: What other types of coaching are there?

A: There are many types of coaching and when you are selecting your coach it is essential to know what you want to achieve so that you select the right service for your needs. Excelerate provides the following coaching services:

- Executive Coaching
- Communication Coaching
- Speech Coaching
- Sales Coaching
- Image Coaching

- Business Coaching

To schedule an appointment to see if Executive coaching is right for you or your organization please call 949-679-9235.