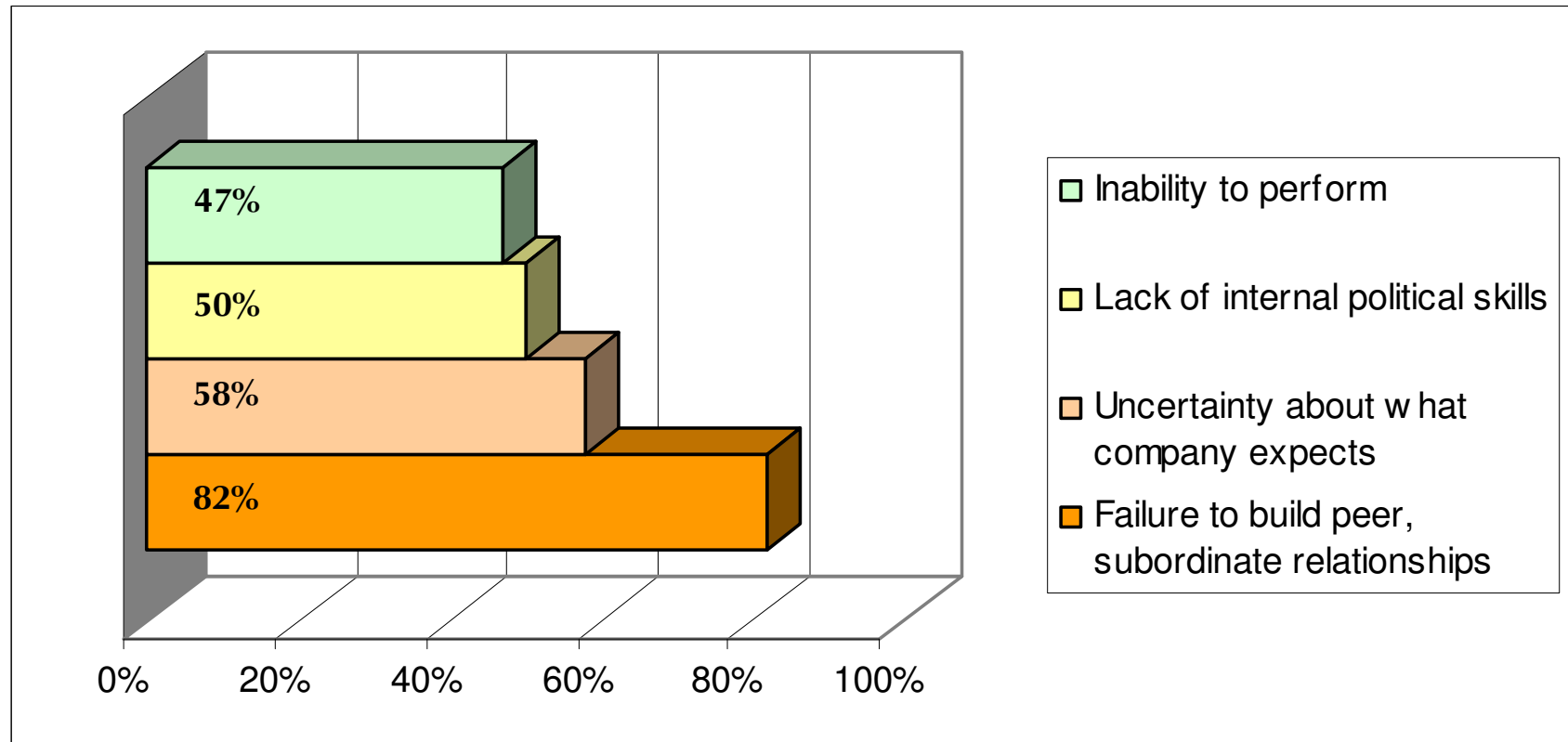# EXECUTIVE COACHING:
Gilding the Lily

VPE- CoP

November 15, 2005

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CAUSES OF EXECUTIVE FAILURE

47% Inability to perform

50% Lack of internal political skills

58% Uncertainty about what company expects

82% Failure to build peer, subordinate relationships

Source: Center of Creative Leadership

APPROPRIATE USES OF EXECUTIVE COACHING

- Smooth edges on talented executive lacking EQ
  - Poor communication
  - Doesn't play well with others
- Facilitate integration into new role
  - New hire or promotion
  - First assignment working outside technical specialty
- Accelerate development of successful executive
  - Eliminate self-limiting behaviors
  - Improve political astuteness
- Support organization change
  - Align behavior with new corporate culture
  - Facilitate change in leadership team dynamics
- Retain talented employees
  - Visible investment in development
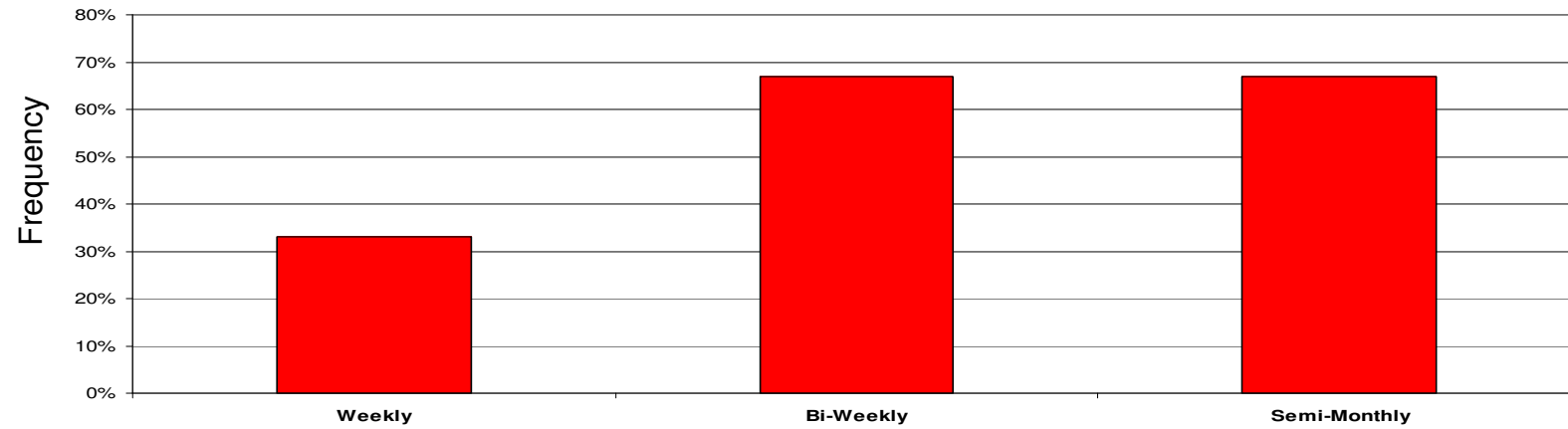
EMOTIONAL INTELLIGENCE

- **Intrapersonal**
  - Self-awareness
  - Assertiveness
  - Self-regard
  - Accountability
  - Self-fulfillment

- **Interpersonal**
  - Social awareness
  - Empathy
  - Social responsibility
  - Relationships

- **Self Management**
  - Stress tolerance
  - Impulse control
  - Mood management

- **Adaptability**
  - Problem-solving
  - Reality testing
  - Flexibility
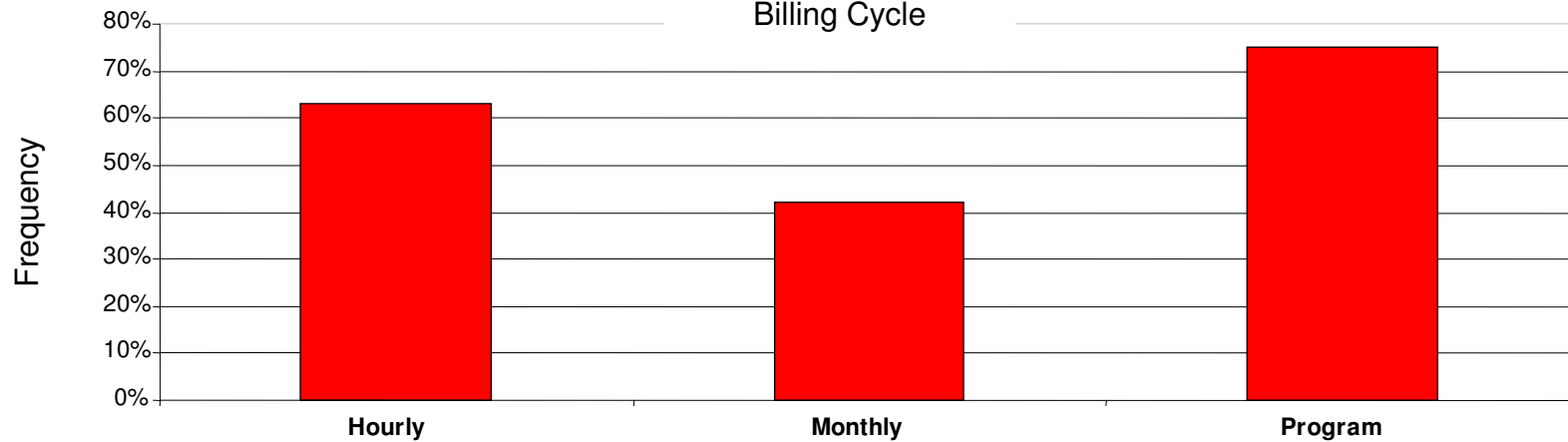
SELECTING A COACH

- **Qualifications**
  - Credentials
  - Education
  - Work experience

- **Fit**
  - Trust
  - Rapport
  - Style

- **Other**
  - References
  - Process
  - Comparison shop
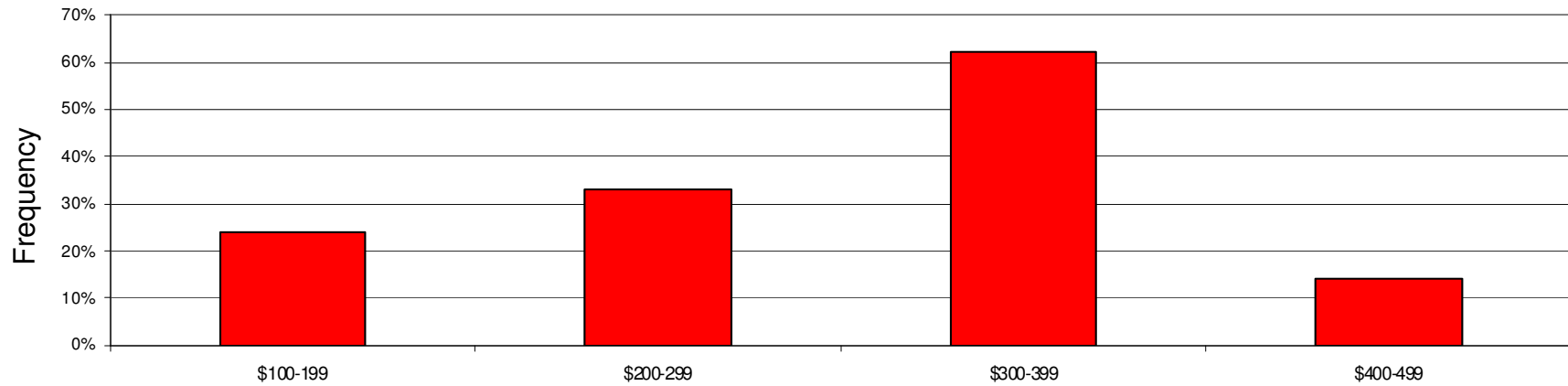
EXEC COACHING BASICS

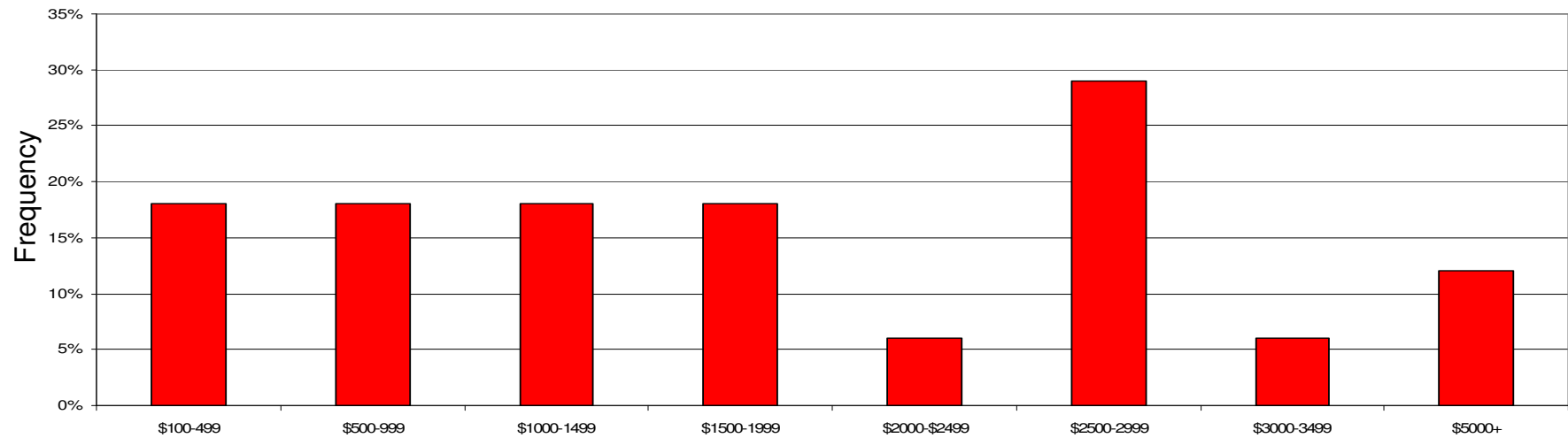## Meeting Schedule

Billing Cycle

(408) 733-3555

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BILLING RATES

Hourly Rate

Frequency (%) by hourly rate band:
- $100-199: ~24%
- $200-299: ~33%
- $300-399: ~62%
- $400-499: ~14%

Monthly Rate

Frequency (%) by monthly rate band:
- $100-499: ~18%
- $500-999: ~18%
- $1000-1499: ~18%
- $1500-1999: ~18%
- $2000-$2499: ~6%
- $2500-2999: ~29%
- $3000-3499: ~6%
- $5000+: ~12%

MANCHESTER STUDY (2001)

- Survey of 100 executives in Fortune 1000 companies

- Benefits included improved
  - Productivity (reported by 53% of executives)
  - Quality (48%)
  - Organizational strength (48%)
  - Customer service (39%)
  - Reducing customer complaints (34%)
  - Retaining executives who received coaching (32%)
  - Cost reductions (23%)
  - Bottom-line profitability (22%)
  - Working relationships with direct reports (reported by 77% of executives)
  - Working relationships with immediate supervisors (71%)
  - Teamwork (67%)
  - Working relationships with peers (63%)
  - Job satisfaction (61%)
  - Conflict reduction (52%)
  - Organizational commitment (44%)
  - Working relationships with clients (37%)

- Estimated ROI= 5.7 times initial investment

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