

## EXECUTIVE COACHING

### What is Executive Coaching?

According to the International Coach Federation, leadership coaching is a “professional partnership between a qualified coach and an individual or team that supports the achievement of extraordinary results based on goals set by the individual or team”. At Deliberate Changes®, coaching may also be supported or integrated with other services for leadership development including self-directed learning, training, facilitation, group coaching, and/or mentoring.

Coaching goals are customized to the needs of the client and may include solutions such as improving performance by identifying and adopting critical leadership behaviors, overcoming derailing behaviors, helping leaders jump-start their careers, personal influence and branding, or managing change.

### What it is not

Executive coaching is often confused with counseling. A counselor is someone with a wealth of knowledge and expertise built up by experience who then passes on that knowledge to less experienced individuals. A coach works with an executive in making the specific changes necessary to excel as a leader. While a counselor or consultant typically gives advice based on their own experiences, a coach works with an executive to find their own unique solutions to their challenges.

### Should my coach have senior executive experience in a similar field to mine?

A good coach should be able to work within any organizational context. Remember, they are there to work with you in finding ways to meet your challenges. As such, their training and experience as a coach is far more important than the industries or jobs they worked in before commencing their career in coaching. Having said that, it is important they can quickly grasp the context in which you work.

### How does it work?

The first step is an email or phone call. Generally, the process starts with identifying where you want to be, the current situation, and what specific actions and behaviors are needed to get from here to there. Depending on your goals, the action plan will differ. Often your coach will ask questions not only of you but possibly of coworkers, superiors, and/or subordinates. You may also opt to collect data through self-assessments or assessments by others. Again, through probing questions, the coach will help you come up with the critical behaviors and actions needed to effect maximum impact towards your goals. At this point, the coach may help educate or provide skills practice for changes to be successfully applied. During the action plan implementation phase, the coach will encourage, provide feedback, and ask questions to help you through challenges. Finally, the coach will help you identify and implement strategies to maintain new skills and behaviors over time.



### What should I expect from my coach?

Coaches are like physical trainers – they help improve your willingness and ability to make the changes desired. Like a physical trainer, a coach is trained and educated in the relevant area of expertise. In this case, your coach has hundreds of hours of education and experience in leadership skills, coaching, and facilitating change. A good coach will also provide the foundational skills and tools clients need to sustain any new learned skills and behaviors.



## What does my coach expect from me?

Clients must be highly motivated to do what it takes to make the coaching engagement successful. There must be a belief that change is possible and an openness to ideas and suggestions for growth. Clients must be committed enough to the effort to keep appointments and complete the tasks that they have agreed to do. There must be a willingness by both the client and coach to be vulnerable and to trust that the goals of the coaching engagement are mutually desirable.

## Confidentiality

For a coaching assignment to be effective, you need to feel you can discuss potentially sensitive information in a highly confidential environment. A coach's primary responsibility is to the client being coached. In this regard, your coach will act with complete confidentiality at all times during and after the completion of your assignment. The only exceptions to this are in those situations where you discuss actions that are unlawful, or if the coach believes you are at risk of harming yourself and/or others.

## Reporting

For the duration of your coaching program, your employer may request a progress report, and an end of assignment report. No information will be disclosed to your employer without your prior consent. In each case, your executive coach will discuss with you what information you are prepared to disclose to your employer. As outlined in the privacy section, you may request to see this information.

## Business Outcomes

Deliberate Changes is committed to assisting you in maximizing your performance as a leader. However, the responsibility for the results of those changes is yours. Deliberate Changes assumes no responsibility for business decisions, practices or policies that you actually implement.

## Privacy

Deliberate Changes complies with commercial privacy requirements and will only collect information from you and your employer pertinent to the assignment. This information may include contact details, feedback from others, assessment data, as well as notes written by your coach for reporting purposes. Below are details of what information is collected, how that information is used, and what you can do if you have a question about the information Deliberate Changes collects.

1. At the commencement of an assignment, Deliberate Changes collects your contact details from you or your employer, and any other information about you that you or your employer believes to be pertinent to the successful commencement and completion of the coaching program. This information is used to contact you to initiate your coaching program, and to provide a record of the completion of meetings for reporting back to your employer.
2. Before the second meeting, the coach will offer to collect self-assessment data and/or feedback from others through interviews, 360-degree feedback surveys, or other survey methods. This data is used to target specific areas of development and may also be used again to evaluate the effectiveness of the coaching engagement. Although the client is free to share this information with others, it will never be shared with anyone else by the coach.
3. Only information previously agreed by you is provided to your employer.
4. If you have any queries about how your information is stored and managed by Deliberate Changes, please email [CChalmers@DeliberateChanges.com](mailto:CChalmers@DeliberateChanges.com). If you believe the information Deliberate Changes has collected about you is incorrect, you may request for it to be corrected.
5. Information collected by Deliberate Changes is used solely for the purpose of the coaching engagement. No third parties are given, or will be given, access to this information unless there is an overriding legal requirement to do so.