

A dark blue, rounded rectangular graphic on the right side of the slide, featuring a lighter blue tab at the top center. The text 'Executive Coaching Overview' is written in a light blue, sans-serif font, stacked vertically within the graphic.

Executive
Coaching
Overview

WHO can benefit from executive coaching?

Senior leaders taking on new, broader or more complex assignments

High potentials on the succession path to senior executive positions

Senior leaders in transition - new to the organization or role

Leaders driving change – re-org, M&A, culture shifts, new operating models

Executives seeking a more versatile, intentional leadership style

Executives with specific development needs or objectives

A Framework for Executive Coaching

Overall Objective

Realize **higher levels of executive effectiveness and growth** that positively impact individual, team and organizational **performance**

Core Principles

A Partnership – the cornerstone of coaching is a trust relationship of openness, direct feedback and mutual commitment to success

A Process – a facilitated growth process, personalized to address the unique needs of the client (the executive being coached) in the context of distinct business challenges and role expectations

Purpose-Driven – coaching is goal-centered, targeting the achievement of defined objectives for learning, growth and behavioral shifts

Personal Ownership – coaching is driven by the client, empowered to define and achieve goals and make “informed choice” regarding behavioral changes

People Engagement – because leadership and development do not happen in a vacuum, key stakeholders including the client’s sponsor, team and colleagues are intentionally involved through the process

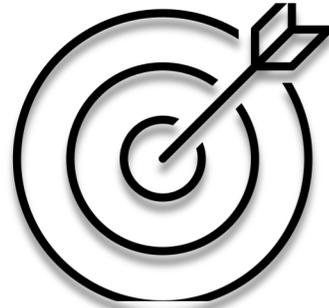
WHAT does the process look like?

A 5-step process



Assess

Gather and deepen insights by blending stakeholder perspectives (interview-based and/or e-surveyed 360 input) and psychometric instruments (Hogan personality) to identify drivers and effectiveness of leadership



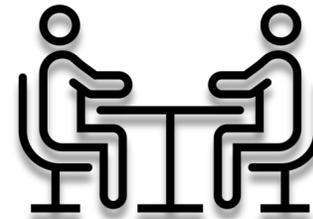
Target

Identify goals and practical steps to achieve "from/to" development objectives, i.e., what specifically do I want to do more of, differently or better? Define a plan that leverages key experiences, relationships and resources



Align

Client shares development insights and goals with direct manager and other stakeholders to confirm commitment and enlist support



Coach

Ongoing coaching discussions to empower success in implementing committed behavior changes and development strategies



Review

Structured survey of stakeholders to gauge degree of change and reinforce continued progress (what's better, worse and advice for continued improvement)

How does the process happen?

Sample 9-month engagement

	Weeks 1-2  Launch	Months 1-2  Assess	Months 3-4  Target	Month 4  Align	Ongoing  Coach	Month 9  Review
Key Activities:	<p>Initial discussions with sponsor, HR and client to set context and direction</p> <p>Tri-Party Meeting (30-45 minutes) Client, manager, coach, and HR confirm high level objectives, roles, and expectations</p>	<p>Discovery Session (90-120 minutes) Client & coach review career history, growth aspirations, challenges, values, mutual expectations, logistics</p> <p>Client completes personality inventories</p> <p>Coach conducts stakeholder 360 surveys and/or interviews</p>	<p>Assessment Debrief (60-90 minutes) Client & coach review assessment results</p> <p>Client and coach translate assessment insights into actions</p>	<p>Tri-Party Meeting (30-45 minutes) Client shares assessment insights and development actions</p> <p>Client meets with other stakeholders to share insights, actions and enlist support</p>	<p>Ongoing Coaching Meetings (60 minutes) Bi-weekly client-driven sessions with coach to support success toward development goals</p> <p>Client and/or coach provide periodic sponsor updates as determined</p>	<p>Coach surveys stakeholders to gauge degree of change and reinforce continued progress</p> <p>Final Tri-Party Review (30-45 minutes) to review progress and set direction for ongoing progress</p>
Deliverables:	Coaching Agreement	Assessment Reports	First Draft Development Action Plan	Confirmed Development Action Plan	End-of-Engagement Summary	

Bi-weekly coaching meetings



WHO guides and provides this coaching?



Ken Keener, SPHR **Principal, Keener Advisors**

Ken Keener provides executive coaching, leadership team facilitation and strategic talent advisory services to organizations addressing the critical talent priorities for business success.

Over the course of his corporate career Ken excelled at coaching executives and high potentials to higher levels of performance and impact.

Ken's qualifications combine C-level leadership experience, including board interaction, 30+ years of increasing management responsibility, and gold standard coaching skills, processes, and tools. Ken excels at coaching executives and high potentials as they lead organization change and master pivotal personal transitions. He has earned a reputation as a trusted partner, strategic advisor, and champion of leadership growth.

Ken delivers coaching in the context of a leader's real-world challenges. Today's executives face unprecedented demands to drive change and navigate transitions. Ken's approach targets the leader's unique change and transition priorities. His coaching is well-informed by first-hand experience with organization change (re-organizations, M&A, divestitures, culture shifts, CEO succession) and high-stake leader transitions (new to role, new to organization, strategic assignments, preparation for succession). Ken's experience spans a range of industries including healthcare, financial services, utilities, IT services, biotechnology, aerospace and defense, retail, and non-profits. Ken guides and empowers leaders to increase self-awareness, broaden perspectives, and execute well-informed actions. Executives succeed faster and come out stronger.

Ken's career spans over 30 years of HR leadership across several Fortune 500 companies including NiSource (as CHRO), Nationwide, and American Electric Power. He served on executive leadership teams, ensuring tight linkages between organization and talent strategies.

Ken most recently served as Senior Vice President & Chief Human Resources Officer (CHRO) at NiSource, a \$5B multi-stated company, from 2018 to 2021. He was responsible for all aspects of Human Resources including HR business partnering, talent management, employee and labor relations, compensation, and benefits. Prior to his appointment to CHRO, Ken served as Vice President of Talent & Organization Effectiveness from 2012 to 2018.

Ken is a certified Senior Professional in Human Resources (SPHR), a member of the International Coaching Federation (ICF) and brings certifications and training in world-class coaching, assessment and development programs including Hogan Assessments, Center for Creative Leadership (CCL) Benchmarks, Profiler, and the Leadership Versatility Index (LVI). He earned a BA in Organizational Communication with a concentration in HR Management from The Ohio State University.

Ken and his wife live in Columbus, Ohio, and enjoy engaging with community and international service organizations.

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