

How-To Guide

How-To Get Started using an Executive Coach for Leadership Development

Who this guide is for:

- Organizations who are **experiencing challenges** with leadership, retention, productivity, burnout/stress, lack of innovation, or aren't seeing the level of highly-effective leaders they desire;
- Organizations, especially those **new to leadership development** or seeking to use an Executive Coach for the first time;
- **HR professionals, business owners, or leaders** responsible for talent development and leadership growth;
- Organizations with a **willingness to learn and explore new strategies** for improving leadership skills.

Goals for this how-to guide:

- To simplify the process of using an Executive Coach for leadership development;
- To help you understand the importance of leadership development;
- To guide you in identifying your specific leadership development needs;
- To assist you in selecting the right Executive Coach;
- To provide budget considerations and explain potential ROI;
- To enable you to measure the success of your leadership development efforts.

Introduction

Why is leadership development crucial? Simply put, leadership is the linchpin of organizational success. When leaders thrive, teams thrive. When teams thrive, organizations flourish (including their bottom line). In a world where change is the only constant, investing in leadership development isn't a choice, it's a strategic imperative. This guide is your entry into the transformative realm of leadership development. We'll explore what leadership development entails and why it's a cornerstone of any forward-thinking organization's strategy.

Top 6 Challenges

1. Engagement & retention
2. Burnout and stress (lack of resilience and agility)
3. Leading virtually
4. Adapting to change
5. Lacking interpersonal skills
6. Identifying & developing high-potentials

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1) Identifying leadership development needs

Organizations often approach Amber with a sense that they need leadership development, yet struggle to pinpoint specific challenges or articulate what success looks like. This is a common scenario and Amber is happy to step in as the strategic advisor and assist in uncovering challenges, identifying needs, and defining success.

These prompts will help you identify your leadership development needs:

- What's not working well? How do you know it's not working well? What is the problem we are trying to solve?
- What's the opportunity we need to capture?
- What are future leadership skills we need to thrive and excel?
- What's the consequence of not developing leaders?
- What are the behaviors you aren't seeing that you want to see?
- What are the behaviors you are seeing that you don't want to see?
- What objectives do you have for these leaders?
- How often do you receive feedback? What feedback do you receive?
- What are your expectations for leadership development?
- How will you know this effort is a success? What will be happening as a result of this?

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2) The role assessments play

Assessments play a pivotal role in leadership development by providing invaluable insights into an individual's strengths, areas for improvement, and potential blind spots. These assessments serve as a diagnostic tool, guiding the coaching process by identifying specific areas where focused development can lead to enhanced leadership effectiveness. They facilitate a targeted and personalized approach, allowing coaches and leaders to collaboratively create development plans that are tailored to individual needs, fostering growth, and maximizing leadership potential.

The Hogan assessments are the gold standard when it comes to leadership development; they are different from other personality assessments because Hogan measures one's reputation and focuses on how others likely describe and perceive an individual, whereas other assessments attempt to measure identity which is difficult to study as it's highly subjective. In the workplace, your reputation matters as it will get you hired, fired, and promoted. Hogan has proved that personality predicts occupational performance with over 40 years of independent research and a full in-house research team staffed with I/O (industrial & organizational) psychologists.

Hogan is currently able to achieve the highest level of predictive validity in the industry and has solutions for both selection and developmental purposes which can be used throughout the talent management life cycle. Hogan has conducted more than 1,500 research studies with the top companies in the world, including most Fortune 500 and 100 companies. 75% of Fortune 500 companies are using Hogan for talent selection and development.

Valuable Hogan assessments include: the Hogan 360, Leadership Forecast Series, High-Potential Talent, EQ, and Leader Focus.

Learn more here: <https://awcoach.co/solutions>

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3) Setting goals / objectives

Embarking on the leadership development journey involves goal-setting and goals may not always be apparent initially and they often evolve during the process. Amber recognizes that clear objectives might not be defined from the outset and that they will unfold and transform throughout the engagement and understands that organizations seek coaching due to challenges and unmet goals.

Rather than expecting pre-defined objectives, Amber will delve into the specific pain points and challenges by asking insightful questions. This helps in determining your current state, your aspirations, and the gap in between. Utilizing assessments to craft a tailored development plan serves as an effective starting point. It's worth noting that some coaches may expect that the organization provide them with clear goals at the beginning of the engagement.

To provide structure, a way to create objectives for leadership development is to use the Objective-Goal-Intention format:

Adapt, build, implement, improve, achieve _____ to allow for (what will achieving that give you?) _____ while maintaining or balancing (what are the competing priorities?) _____ in order to _____.

Examples of some objectives for Executive Coaching:

- Build a better working relationship with a specific person with whom trust has been damaged
- Improve interpersonal skills
- Demonstrate core leadership fundamentals
- Establish a safe environment for feedback
- To improve three core items from the 360 assessment
- Enhance self-promotion - of the leader themselves and the leader promoting the team

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4) Choosing the right Executive Coach

Considerations:	About Amber:
Are they ICF credentialed?	Yes, I am ICF credentialed
Do they have their own coach?	I believe in the power of coaching and have had my own coach now for 6+ years.
Do they make it about the client and not about them? How client-centric are they?	I don't force clients into rigid programs. I prefer to treat my clients like adults and to let them dictate what works best for them.
Do they genuinely believe in your potential?	Absolutely. I believe in your potential!
Do they lead by example and model highly-effective behavior?	It's always top of mind for me to lead by example.
Their approachability, temperament, compatibility	I'm on the extreme side of thoughtfulness, am an HSP, and my natural temperament allows me to build immediate, deep rapport.
What do they do for continuous development?	I'm a true lifelong learner and always developing. Always happy to share what's on my plate for learning and developing.
What is the Coach's approach, methods, and leadership model?	Schedule a consultation to learn more

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5) Budget considerations and ROI

How much should you spend on leadership development? According to research from HR Executive Magazine and Forrester, 65% of businesses spend \$2,500 per year per employee on leadership development. To provide you with some guidance, the data below was taken from the Training Magazine 2023 Industry Report. It's crucial to note that historical spending may not align with the evolving landscape of leadership skills, which look different today than they did in the past. Strategic planning for reskilling and upskilling should consider the evolving demands of the present and future.

Size Company	Average Training Budget	% Allocated toward Leadership Development	Budget toward Leadership Development
Large (10,000+)	\$16,100,000	28%	\$4,508,000
Midsize (1,000-9,999)	\$1,500,000	28%	\$420,000
Small (100-999)	\$459,177	30%	\$137,753

High-quality coaching often comes with a higher price tag. Additionally, longer-term programs may require a larger budget. To facilitate genuine learning and behavior change, clients typically engage in coaching for a duration of 7-12 months. Amber often recommends continuing with a monthly session thereafter to support ongoing growth and serve as a valuable sounding board, a feature many clients find highly beneficial.

Research shows that Executive Coaching consistently yields a return on investment (ROI) exceeding 500%, showcasing its substantial impact on personal and organizational growth. More info on the ROI & Value: <https://awcoach.co/roi-value>

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6) Measuring success of the leadership development effort

There are different ways to define and measure success of the coaching engagement. Two of the most valuable ways are: (1) behavior: the degree to which behavior is applied after coaching; (2) long-term results: observable KPIs (key performance indicators) over a period of time.

Examples of success and high-level outcomes:

- To enhance the productivity of the team
- To improve employee retention (reduce turnover)
- To achieve key business metrics
- To enhance collaboration
- To improve team engagement
- To increase team morale
- To improve internal communication
- To shift the working environment / culture
- To drive a process of continual improvement
- To ensure alignment and drive results
- To deepen learning
- To improve relationships

Observable KPIs over time used for measuring the success of leadership development include: employee engagement scores, retention rates, leadership pipeline development, team performance metrics, customer satisfaction, innovation metrics, conflict resolution, time-to-fill positions, revenue growth, and succession planning.

One of the best ways to measure success is to administer a 360 assessment at the beginning of the engagement and then 12-18 months later.