

Growing Your Own: Use Executive Coaching to Prepare High Potential Leaders

October 3, 2017 –
11:00 a.m. CT

Marjorie Engle
Senior Vice President



Administration



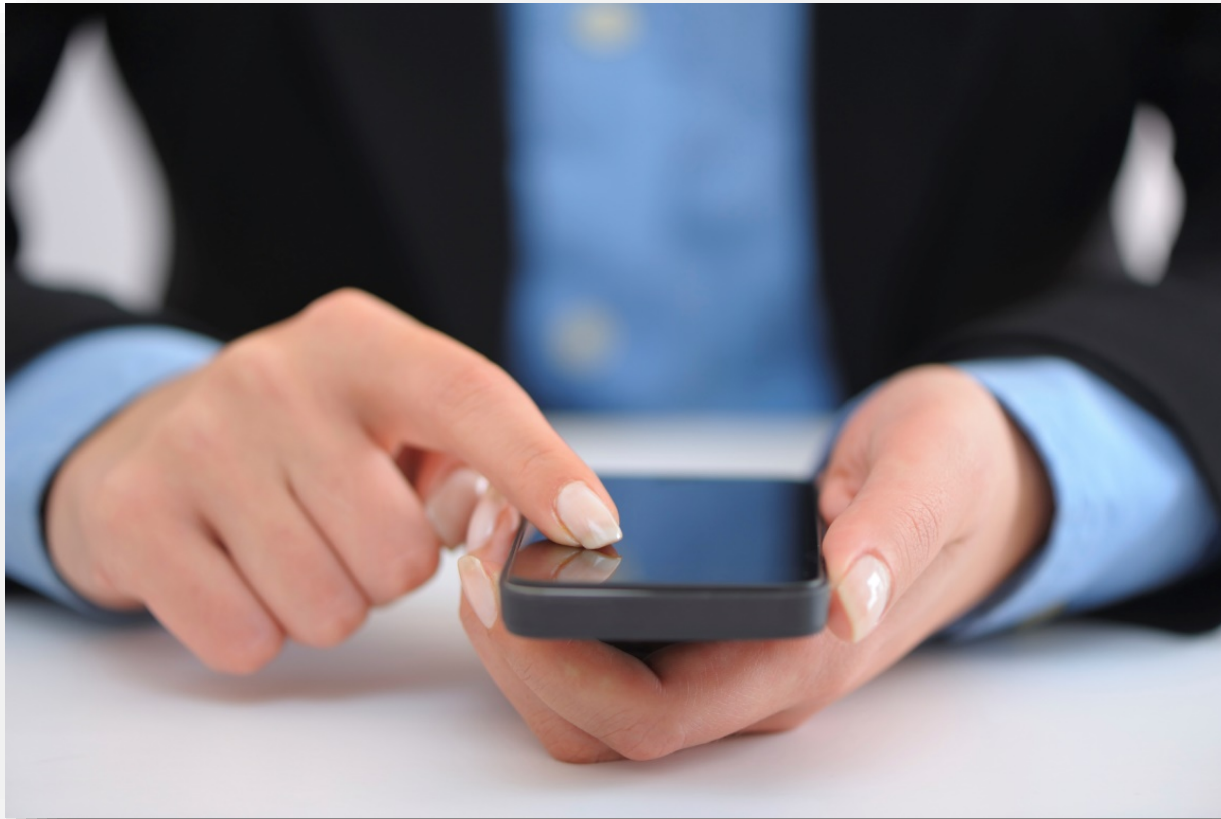
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Administration



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Administration



For best quality, call in by phone instead of using your computer speakers.

Administration



To ask questions during the presentation, use the questions box on the right side of your screen.

Administration



Please provide your feedback at the end of today's presentation.

About the Speaker



Marjorie Engle

Senior Vice President

Family Firm Institute (FFI) Fellow

Certified coach with Family Business Partners

Associate Director of the Kansas Family Business Forum



Learning Objectives

Evaluate how and when executive coaching can be useful for an individual and company

Outline what an effective coaching process should involve

Understand how to evaluate and select a qualified executive coach

Recognize the ethical and confidential aspects of managing an executive coaching process

Why a Coach?

A photograph of two women in a professional setting. One woman with dark, curly hair is seated at a desk, looking at a laptop. The other woman, with short grey hair, stands behind her, smiling. Both are wearing business blazers. A large, white, textured spherical object hangs from the ceiling in the upper left corner.

48%

Develop high potentials or facilitate transition*

26%

Act as a sounding board*

12%

Address a behavior*

***Harvard Business Review: What Can Coaches Do for You? January 2009**

Why Should I Use a Coach?



Targeted individual
just-in-time skill
development

Succession

Build team
effectiveness

Why Should I Use a Coach?



Interpersonal
skill
development
EQ

Business
etiquette and
grooming

Build bench —
support
promotion



Polling Question #1



What is Coaching?



Is it Coaching or is it Mentoring?



Is it Coaching or is it Mentoring?



Role of coach



Create
agenda

Role of coach

Create
agenda

Define
tasks

Role of coach

```
graph LR; A[Create agenda] --> B[Define tasks]; B --> C[Break into manageable sub-tasks]
```

Create
agenda

Define
tasks

Break into
manageable
sub-tasks

Role of coach

Create
agenda

Define
tasks

Break into
manageable
sub-tasks

Identify
learning
tactics

Role of coach

Create
agenda

Define
tasks

Break into
manageable
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Identify
learning
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Experiences

Role of coach

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Identify
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Experiences

Reading

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Identify
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Experiences

Reading

Training

Role of coach

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manageable
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Identify
learning
tactics

Experiences

Reading

Training

Metrics for
outcomes

How much does it cost?

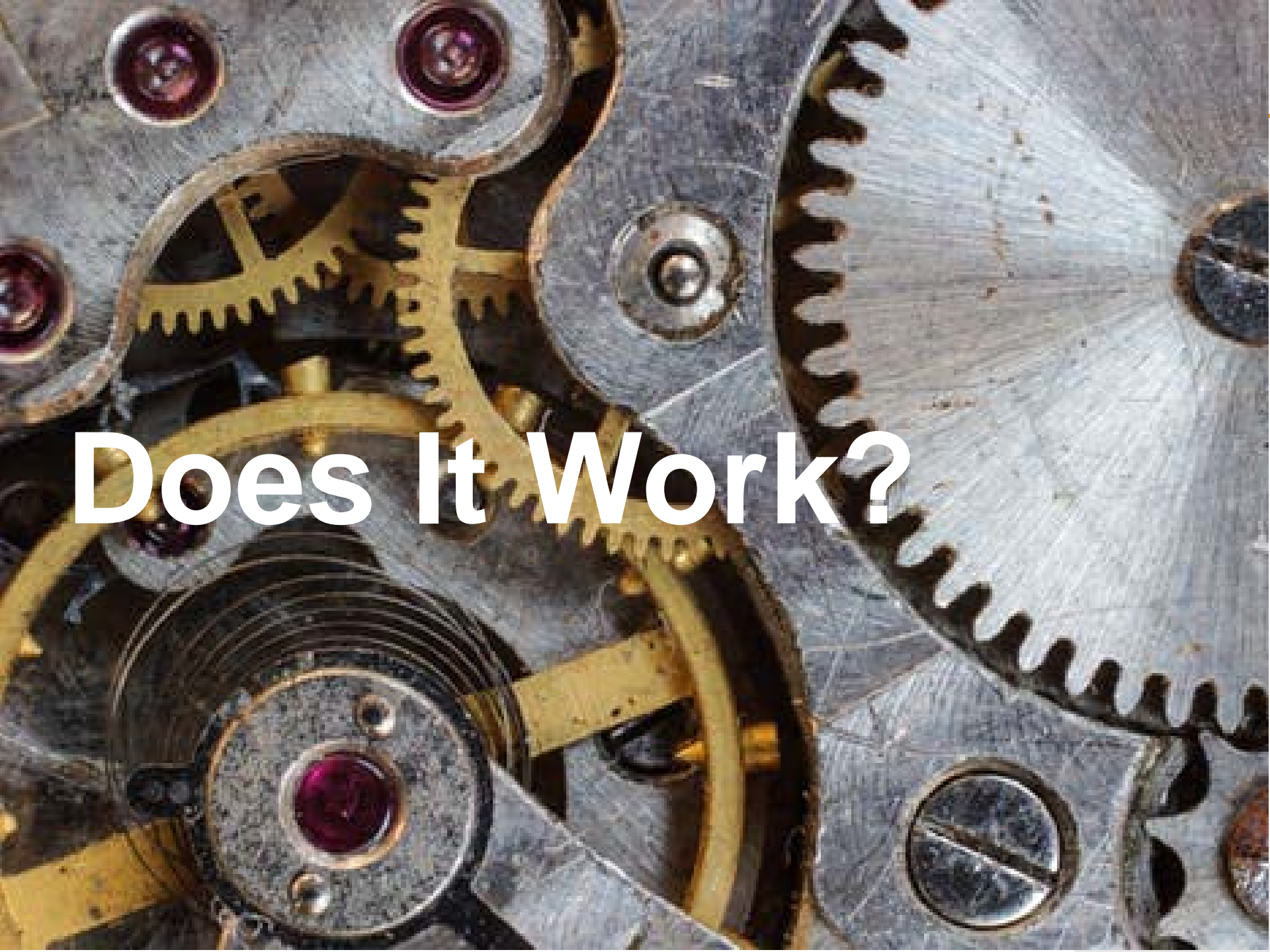
Most often, you can expect to pay about \$500 an hour – the cost of a top psychiatrist in Manhattan.*

Median hourly
cost of
coaching \$500

LOW \$200

HIGH \$3,500

*Harvard Business Review: What Can Coaches Do for You? January 2009 Issue



Does It Work?

Does It REALLY Work?



Time
constraints

Lack of
manager
support

Lack of
resources



Polling Question #2

Effective Coaching Process



Effective Coaching Process

Discovery session

Effective Coaching Process

Discovery session

What client is
looking for

Effective Coaching Process

Discovery session

What client is
looking for

What coaching
is and is not

Effective Coaching Process

Discovery session

What client is
looking for

What coaching
is and is not

Coach's style
and process

Effective Coaching Process

Discovery session

What client is
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Coach's style
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**Info gathering and
assessment**

Effective Coaching Process

Discovery session

What client is
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**Info gathering and
assessment**

Personametrics,
360 feedback...

Effective Coaching Process

Discovery session

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Info gathering and assessment

Personametrics,
360 feedback...

Interviews
Shadowing

Effective Coaching Process

Discovery session

What client is
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Info gathering and assessment

Personametrics,
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EQ

Effective Coaching Process

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Personametrics,
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Debrief

Effective Coaching Process

Discovery session

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Debrief

Commitments to action
(communicate these to
right person the right way)

Effective Coaching Process

Discovery session

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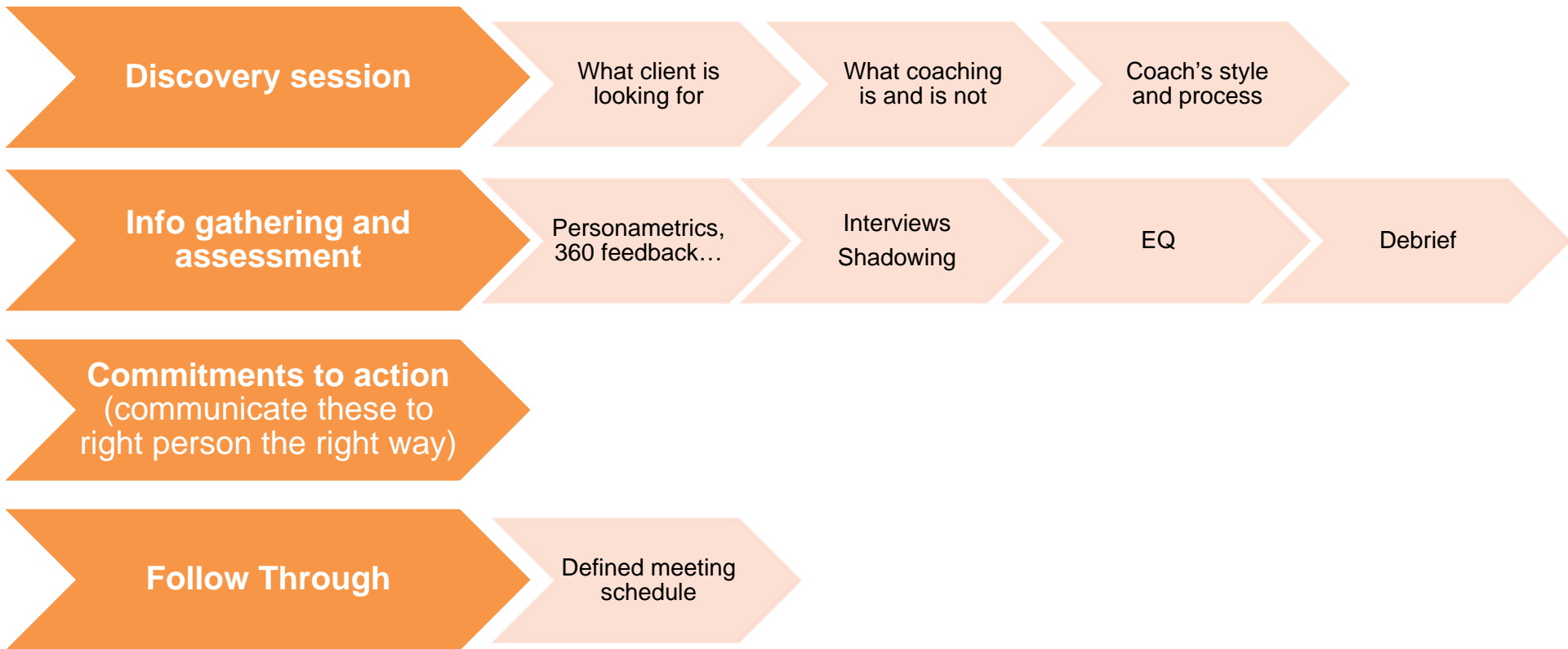
EQ

Debrief

Commitments to action
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right person the right way)

Follow Through

Effective Coaching Process



Effective Coaching Process

Discovery session

What client is looking for

What coaching is and is not

Coach's style and process

Info gathering and assessment

Personometrics, 360 feedback...

Interviews
Shadowing

EQ

Debrief

Commitments to action
(communicate these to right person the right way)

Follow Through

Defined meeting schedule

3-6 months
Progress 360

Effective Coaching Process

Discovery session

What client is looking for

What coaching is and is not

Coach's style and process

Info gathering and assessment

Personometrics, 360 feedback...

Interviews
Shadowing

EQ

Debrief

Commitments to action
(communicate these to right person the right way)

Follow Through

Defined meeting schedule

3-6 months
Progress 360

Metrics & Outcomes

A close-up photograph of two people in business suits shaking hands. The person on the left is wearing a dark suit, and the person on the right is wearing a grey suit. Their hands are clasped in a firm grip. The background is a light-colored, tiled floor.

DO

TRUST YOUR GUT

A close-up photograph of two people in business suits shaking hands. The person on the left is wearing a dark suit, and the person on the right is wearing a grey suit. The background is a light-colored tiled floor.

DO

**MANAGEMENT
COMMITTED**

A close-up photograph of two people in business suits shaking hands. The person on the left is wearing a dark suit, and the person on the right is wearing a grey suit. Their hands are clasped in a firm grip. The background is a light-colored, tiled floor.

DO

CANDOR

A close-up photograph of two people in business suits shaking hands. The person on the left is wearing a dark suit, and the person on the right is wearing a grey suit. The background is a light-colored tiled floor.

DO

**SCHEDULE
& FORMAT**

A close-up photograph of two people in business suits shaking hands. The person on the left is wearing a dark suit, and the person on the right is wearing a grey suit. The background is a light-colored tiled floor.

DO

**RESULTS
FOCUSED**

DON'T



**USE COACH TO MAKE
MANAGEMENT DECISIONS**

DON'T



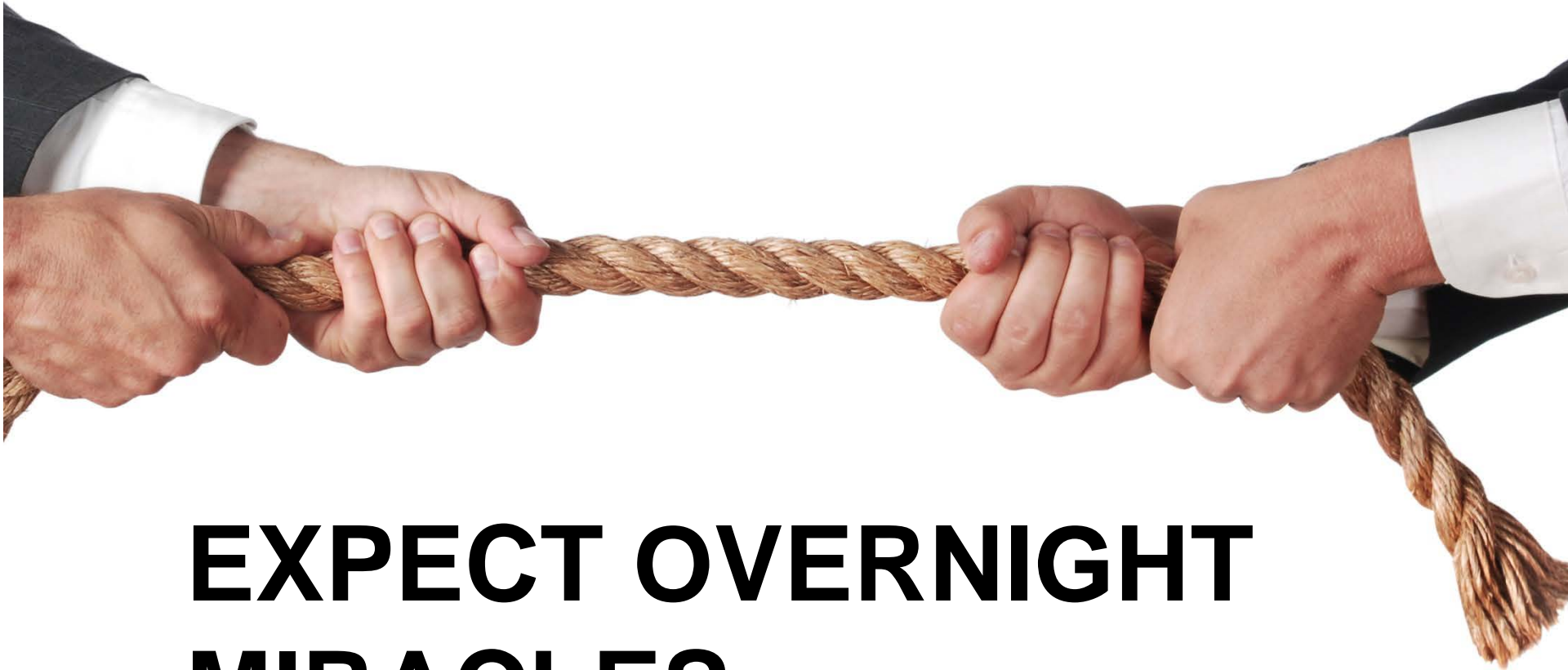
**USE COACH WHEN
PSYCHOLOGIST IS NEEDED**

DON'T



IGNORE NEED FOR TRUST

DON'T



**EXPECT OVERNIGHT
MIRACLES**

DON'T



COACH FOR INTEGRITY



Finding the Right Coach

Finding the Right Coach

65% Coaching
experience and
credentials

61% Clear
methodology

50% Quality of
client list

32% Ability to
measure ROI

29%
Certification

***Harvard Business Review: What Can Coaches Do for You? January 2009 Issue**



Polling Question #3

Individual vs Group Coaching



Individual

A photograph of two men in a professional setting. The man in the foreground is seated, wearing a light blue button-down shirt, and is looking down with his hand on his chin in a thoughtful pose. The man in the background is standing, wearing a dark blue suit jacket over a white shirt, and is leaning over the seated man, looking at a document or device he is holding. The background is bright and out of focus.

DRIVEN TOPICS

TAILORED

PRIVATE

Group



More **cost-effective**

Fixed training sessions

Usually **driven by organization's** needs
(build bench...) vs
individual's needs

Q&A sessions
less private

Peer learning

Internal Coach

vs.

External Coach



Internal Coach



External Coach



Internal Coaching Programs



**Train
coaches**

Internal Coaching Programs

**Clearly define and
communicate the purpose
and criteria for participants**

Internal Coaching Programs



**Defined
process**



Polling Question #4



*** WHAT GOT YOU
HERE WON'T
GET YOU THERE**

**What Got You Here Wont Get You There, by Marshall
Goldsmith*



Thank you!

Marjorie Engle

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