



# Executive Coaching Excellence

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Helping high-performing executives maximize their influence and impact

In-Person | Phone-Based | Virtual

A service of CRG Leadership Institute LLC



# Executive Coaching - Defined

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Executive coaching is an **individualized** *leadership development process* that builds a leader's capabilities to **influence, motivate and effectively lead** others to achieve short- and long-term organizational goals and, ultimately, to **maximize the leader's impact** and *contribution of value to the organization*.

Coaching is conducted through **one-on-one interactions**, driven by data and **input from multiple sources** and perspectives, and based on mutual **trust, respect and commitment**.

The company, an executive and the executive coach work in partnership to achieve coaching program goals and objectives.



# Key Benefits of Working with a Coach

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*As an independent and objective outside coach, advisor and consultant, an executive coach offers the following key benefits to leaders:*

- Serving as a **catalyst for action** ... facilitating action-oriented, goal-directed behavior
- Creating an additional **layer of accountability** to ensure execution of coaching program action plans
- Encouraging “**out of the box**” **thinking** and openness to new ideas
- Providing a safe forum and **sounding board** for clients to think out loud
- Encouraging clients to **think strategically** and improve critical thinking skills
- Providing an objective viewpoint and an **unbiased perspective**
- Providing a **structured framework** for analyzing risks and making key decisions
- **Bringing order to processes** for developing and implementing action plans
- **Helping clients stay focused** on areas of strength and most valuable activities
- Helping clients to improve and **enhance self-awareness**



# Common Coaching Program Focus Areas

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## **Most Common:**

- Leadership Development Plan Formulation and Execution
- Working Effectively with the Board of Directors and Board Management

## **Other Common Focus Areas:**

- Effectively Delegating and Holding Team Members Accountable
- Dealing Effectively with "Blind Spots" and Obstacles to Success
- Effectively Influencing Others to Action
- Improvement in Presentation and Communication Skills
- Team Building and Effective Team Interaction Skills
- Improving Decision-Making Processes and Skills
- Improving Planning, Organization and Time Management Skills
- Developing and Nurturing Key Business and Workplace Relationships



# Five Characteristics of “Coachability”

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1. **Committed to Change.** Individuals who don't think they're perfect, want to improve, exhibit responsibility for their lives, and are willing to step outside of their comfort zones are good candidates for a successful coaching relationship
2. **Open to Information About Themselves.** Being willing and able to listen and hear constructive criticism without being defensive; then, synthesizing their coach's suggestions with their own personal reflections on the issue
3. **Transparent and Open.** Willing to engage in topics that may be uncomfortable but are getting in the way of their professional development; talks about "what's really going on" so the coach can have a complete and honest picture of the total situation
4. **Appreciate New Perspectives.** People who get excited about hearing someone else's take on a situation and figure out how to learn from it can really benefit from coaching
5. **Awareness About One's Self and Others.** Coachable people already have at least a fair amount of awareness about themselves or are fully committed to working on developing self-awareness. Equally important, they use it to reflect on their behavior and how it impacts other people in the range of situations that come their way



# Program Overview – Structure and Format

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- Period I - **Formulate Coaching Program Action Plan**
  - Assessment, Analysis and Identification of Leadership Development Needs
  - Formulation of Results-Focused Leadership Development Action Plan
  - Confirmation of Coaching Program Sponsoring Manager and Key Players
  - Confirmation of Coaching Program Operating Rhythm
  
- Period II - **Execution of Coaching Program Action Plan**
  - Coaching Program Plan and Program Execution
  - Measurement, Reporting, Review and Action Plan Adjustment
  
- Period III - **Coaching Program Transition and Maintenance Plan**
  - End-of-Term Transition Plan Development
  - Transition and Maintenance Plan Execution



# Key Coaching Program Engagement Terms

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- **Coaching Program Term**
  - Standard Executive Coaching Engagement Term: 9 to 12+ months
  - No Term Commitment; 30-Day Termination Notice
  - Optional End-of-Term Maintenance Program: Indefinite
- **Engagement Fees and Expenses**
  - Fixed Monthly Fee, Due at Beginning of Each Month
  - Fee Discounts Available for Multiple Concurrent Participants
  - Fees for Assessment Tools and Out-of-Pocket Expenses Invoiced Separately
- **Confidentiality Agreement**
  - Corporate-Level Confidentiality Agreement
  - Individual Coaching Client Confidentiality Agreements



# Your Executive Coaching Partner

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**Andy Robinson**, *Coaching Program Executive Director*

- 20+ year Executive Coaching Veteran
- Extensive Work with "CXO's," Senior Leaders, Emerging Leaders and Business Owners
- Author, Speaker, Radio Show Host
- Top Tier Consulting Firm Leadership Experience
- Wide Range of Industry Experience

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# FAQ's – Answers to Common Questions

- **Who is the Client? The Company or the individual being coached?** The company generally retains the services of CRG under an umbrella Corporate Coaching Services Agreement and serves as the main client. Individual Agreements are provided to each coaching client outlining the terms and conditions specific to each separate coaching client.
- **How does CRG charge for its Coaching Services?** CRG typically charges a Fixed Monthly Fee for each individual coaching client.
- **What information do you share with the Company regarding what the individual discloses during the course of a coaching services relationship.** The relationship between CRG and the individual coaching client is considered confidential. CRG asks the individual coaching client to provide detail feedback and updates directly to his or her sponsoring manager at the Company. CRG meets with the sponsoring manager, principally to request feedback and observations relevant to the coaching client's areas of development and improvement.
- **Is there a term commitment for CRG's Coaching Services?** A coaching client service relationship varies in length based upon the individual's specific goals and objectives. An agreed-upon term range is established at the outset of our engagement, often running up to six to nine months. Coaching Services may be terminated by the individual or Company at any time with 30 days notice given.
- **What level within an Organization are CRG's Coaching Services typically directed towards?** Approximately 90% of our Coaching Services are directed toward a combination of (1) executive-level and senior management-level employees and/or (2) high performing managers considered to have leadership potential.
- **How does CRG measure its success in the delivery of Coaching Services?** Our coaching services are structured to identify specific Desired Outcomes related to a client's leadership development needs. We measure our success on enabling the coaching client to achieve those Desired Outcomes.
- **Who pays for the Coaching Services – the Company or the individual?** In almost all cases, the company/employer funds 100% of the payment for Coaching Services provided to their employees by CRG.