

ADVANCE

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The BRIGHTON GROUP

oiPartners^{Inc.}

The Brighton Group, an OI Partners company is a locally owned and managed consulting firm specializing in career and organizational transition services. In-depth, one-on-one consulting is the core of our distinctive approach.

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Many times, organizations decide to turn to an external coach during a time of “crisis” regarding a leader’s performance. The catalysts for these interventions are often emerging behaviors that stand at odds with core values, threaten the success of key business initiatives, or diminish the essential fabric of performance within a division or team. Companies are also looking at coaching as a way to proactively invest in its key leadership in order to provide the upper hand during unpredictable times.

What are the keys to making executive coaching a success? To assess the likelihood that coaching will achieve the desired results the company is looking for consider the following:

Define Success. Clearly and precisely articulate what success looks like. Include defining specific business outcomes as well as behavior changes to be achieved. This co-defined success establishes realistic expectations for the leader, coach, and organization. A coauthored approach will determine if the coaching is focused merely on intervention or goes deeper into the fabric of the leader to stimulate growth and transformation.

Capacity for Change. The most successful coaching candidates demonstrate the capacity to embrace and internalize change showing a willingness to take feedback and apply new learning to old habits. There is a personal buy-in to the underlying assumptions being set forth by the organization. Long-term change will be achieved because expectations are defined, performance progress measured, and those involved commit to holding self and others accountable.

Reasonable Urgency. If the defined coaching opportunities are not compellingly urgent, daily matters will often supersede them. Combining urgency with a reasonable implementation timeframe is a must. The most effective coaching provides time for feedback, reflection, and trial and error execution. Results rarely happen overnight.

Coach Selection. Plans in hand can only be executed through the right coach. Outstanding coaches possess a proven track record of success. They approach the process in alignment with the expectations and values of the organization clearly understanding its culture and unique demands. Great coaches have the personality, experience, and perceptual skills needed to create rapport providing the constructive direction needed to manage the required change.



Successful coaching interventions start with a desire to retain a valuable human asset and empower a significant leadership investment. They require work and commitment from all impacted parties. The end result is a more effective leader and a visible and positive business outcome.

“A better human experience...for a better business outcome”

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