

# INVESTING

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The BRIGHTON GROUP

 Partners Inc.

The Brighton Group/OI Partners Inc. 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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When does it make sense to invest in an external coach to support a leader's success? Will this leader grow, change, or improve in a timely and effective way without coaching? What will be the impact on morale, productivity, or success if no significant change occurs?

Under the right conditions, an external coach can accelerate skill development, team and business success. The conditions that our client companies most frequently request coaching for fall into four distinct categories.

**Assimilating a new or recently promoted leader.** A recently recruited or promoted leader facing culture adjustments, staffing challenges, or a significant skill/experience stretch will usually gain momentum faster with a coach. The first 90-120 days of adjustment are often the most critical to the longer-term retention of this leader. Having an objective ear and a confidant during this critical time is often a worthwhile investment.

**Developing a leader with growth potential.** Emerging leaders and managers can be retained longer if the organization is willing to invest in building their leadership capacity. A one- to two-year retention gain among highly capable leaders is a reasonable payback for the coaching investment. Be sure to carefully evaluate the likelihood of a return on this investment, especially if the leader is still within her/his first two years with the organization. Many fast track leaders will leave after two years regardless of the investment you might make.

**Repositioning a valued leader.** Longer-tenured leaders with significant enterprise, customer, or operational knowledge and success can often be relocated within the organization for greater contribution. The renewed energy and productivity that occurs within the group this leader has either left or is headed toward is well worth the coaching investment.

**Improving a critical area of job performance.** Changing organizational dynamics will often surface detracting or limiting leadership behaviors as well as previously undeveloped collateral skills that have become critical to this leader's success. When marginal behavior is putting a significant leader at risk within the organization, an external coach can bring about the necessary change or expedite relief that becomes many times more valuable than the coaching investment.



When internal leadership challenges align with one or more of these conditions, an external coaching investment is a worthwhile consideration. Seek out a coach whose experience and success aligns well with the leader's style and interests and who defines her/his deliverables in terms of behavior outcomes.

*"A Better Human Experience...For A Better Business Outcome"*

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