

# Executive Coaching

*“Leaders are not born, they are made”*

# Table of content



1. What is Executive coaching
2. Our focus areas
3. Using competency frameworks
4. Our approach
  - Competency development
  - Role transitions
  - Leadership dilemmas
5. Engagement structure
6. Coaching relationships
7. The most effective way
8. Lead coach profile

# What is Executive Coaching?

Coaching is a structured interaction in a thought-provoking process that inspires the coachee to maximize personal and professional potential. It is designed to facilitate the creation of personal, professional or business goals and to develop and carry out a strategy for achieving those goals.

- Accelerate the development of high performers.
- Improve performance in specific areas where needed.
- Deal with life or career transitions.
- Improve self-awareness and emotional intelligence.
- Increase engagement and build trust-based relationships between leaders and their teams.
- Consider the organisation's goals and needs throughout the process.

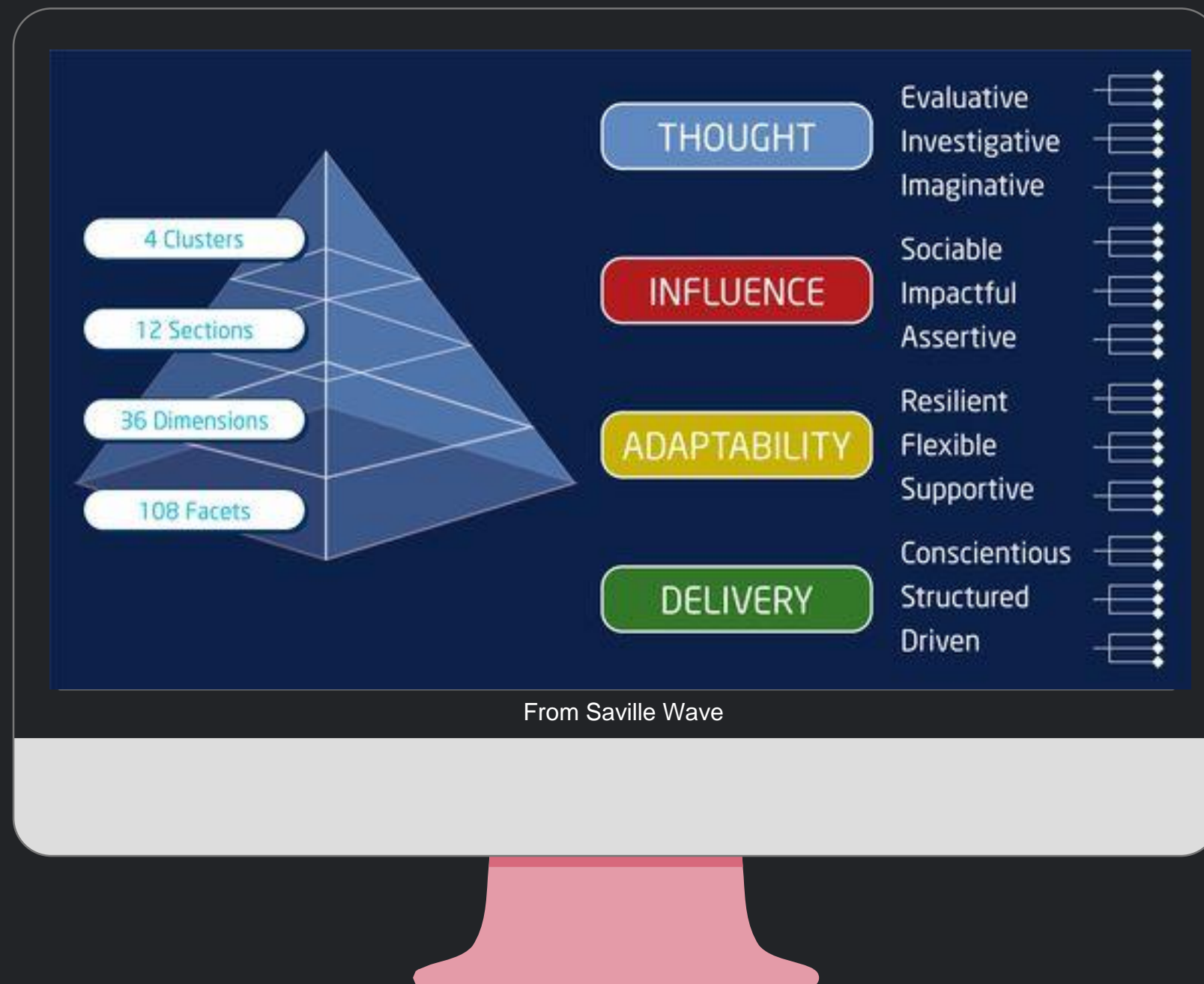
# Our focus areas

We follow an eclectic approach, utilizing aspects of goal orientated coaching, positive psychology and neuroscience.

Most of all our approach *aims to develop leadership competency and capacity*. Our experience allows us to grasp implications of organization strategy and culture, and to relate that to competencies required.

- Leadership competency and capacity development.
- Role transitions like settling into a new company or role, a new board or manager.
- Specific leadership challenges like business strategy, turnaround or reorganization, mergers and acquisitions, as well as organisation change and culture development.

# Utilising leadership competency frameworks



- Account for all behavioural aspects that relate to performance
- Global research based
- High predictive validity
- Good basis for coaching

# Executive Impact



# Our approach to competency development

This approach makes full use of the chosen leadership competency model and psychometric or 360 evaluations that benchmark the leader. Process outcomes include:

- Clarify individual work purpose and meaning and set a base for motivation to move forward.
- Understand and deal with current developmental blockages in terms of stress, fears or emotional response patterns.
- Understand assessed leadership competencies in relation to company strategy, development stage and culture. Identify personal strengths and development areas.
- Set a development plan.
- Identify personal resources, networks and other forms of support. Identify potential external blockages.
- Review progress and focus and continue to build confidence.

# Our approach to role transitions

Executives face myriad of challenges when they take on a new managerial position, from grappling with a new organisational culture and feeling isolated, to not having the essential information and connections to successfully do their work. Difficulties with navigating these transitional challenges frequently derail new managers leading to a high rate of failure, at great cost to both companies and talented individuals. We therefore follow a structured protocol to facilitate this change effectively and quick.

- In the first 6 weeks ensure a fundamental organisation understanding – strategy, structure, goals, priorities, etc. Understand key stakeholder expectations and feedback process.
- In the next 3 months set short to medium term objectives. Establish relationships, structure and communication processes.
- Demonstrate settling in after 6 months with progress on initial initiatives, alignment and relationships.
- After 9 months demonstrate performance and short term results.



# Our approach to complex leadership dilemmas

The current volatility, uncertainty, complexity, and ambiguity of the world requires leadership that can work the adaptive space between what is and what needs to be for an organisation to survive and thrive.

eFIRE is a coaching approach developed by Queensland University of Technology in Australia. The challenge is to generate productive dialogue right across a organisation that assist leaders to sense and to respond to internal and external shifts.

- Assumes change is the norm in organisational life
- Embraces the emergent and unexpected
- Non-linear—moves back and forth through five elements, noting that worlds are non-linear
- Encourages a system and cultural view
- Takes conversations to deeper levels
- Works for single and multiple conversations
- Energy is central—generated from meaning and purpose, values and relationships
- Requires a mindset of curiosity and experimentation

# Engagement structure

## INITIATION PHASE



## COACHING PHASE



## REPORTING & CLOSE-OUT

- Assignment briefing with the Client
- Introductory meeting with the Coachee
- Explain process, share expectations, viability and match of the coach.
- Replacement coach may be provided if required
- Agreement is finalised
- Complete leadership competency assessment
- Initial set of development goals is agreed.

- Coaching protocol and estimated duration is established.
- Typically, three in-person sessions of 1 ½ hour each per month.
- Meetings at the Client/Coach offices, or per Skype if required.
- The Coach be available for additional time, reviewing documents, reading or writing reports.

- Progress report after three months
- Content and recipients being agreed to up front
- Close-out meeting at end
- Final report.
- Post-coaching reviews, if required

# Coaching relationship



- Maintain ethics and standards of behaviour established by the International Coach Federation as well as the Health Profession Council of SA.
- This coaching relationship is bound by the principles of confidentiality.
- Coach will not disclose any information without consent.
- Coachee responsible for creating and implementing physical, mental and emotional well-being, decisions, choices, actions and results.
- Coaching does not prevent, cure, or treat any mental disorder or medical disease.
- Coachee may terminate or discontinue the coaching relationship at any time.
- Parties agree to communicate honestly, be open to feedback and assistance and time and energy to participate fully in the program.
- Client Representative(s) agree to make themselves available during the entire process for purposes of clarification, feedback or information sharing.

# The **most** effective way

- Executive experience allows insight in business strategy, demands and culture.
- Leadership competency and capacity based.
- Eclectic approach based on goal directed coaching, positive psychology, and neuroscience.
- Short term results focussed, but with sustainable change.



# Lead coach

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- Extensive executive business leadership experience in ICT & high tech manufacturing. Proven 10x business growth track record.
- B Com hons (cum laude), M Com, EDP (WBS)
- Registered Counseling Psychologist, MISCP, BWRT certified
- Eclectic approach – goal directed, positive psychology, neuroscience
- Network of executive level associates