



Karmichael GROUP

EXECUTIVE COACHING &
SUCCESSION MANAGEMENT

Refining leadership results: a typical executive coaching engagement

If you have recently received feedback that you need to refine your leadership style, we can help. This document explains how we approach a typical coaching engagement.

Phase One: Contracting

The purpose of the first phase is to define how we want to work together and to discuss at a high level why you want a coach. We also discuss where you think you need to focus your efforts to make the biggest positive change, and who can help you evaluate whether or not you have achieved the desired results. The two key questions are:

- What are the two behaviours that will make the biggest positive change on your leadership effectiveness?
- Who are the key stakeholders that should determine (six months to one year later) that the change has occurred?

Phase Two: Discovery

The discovery phase has two components. First, we gather contextual information which will set the stage for the coaching. This includes information about you, your industry, your organization, and the key stakeholders. I also inquire about how fulfilled you are at work, and whether or not you are passionate about your job, which of course has an impact on how you “show up” as a leader.

Next, we gather feedback on your leadership style. To do this, we will use a 360 assessment, and conduct interviews with your direct manager and other key stakeholders. We have a wide range of assessments we can use depending on your goals.

Phase Three: Action Planning

We will pick one or two key behaviours to focus on throughout the coaching and we will make sure your direct manager agrees with the focus. By having such a tight focus it gives you sufficient time to test new behaviours across a wide variety of business circumstances and to create new habits.

At this stage, I usually recommend that you collect additional feedback on how to improve in the key areas being targeted. People will usually offer good suggestions about how you can improve, especially when you are genuinely open to what they have to say.

With this focus in mind, you will write an action plan highlighting what you want to accomplish throughout the coaching. The written plan includes agreed-upon goals, targeted outcomes, action steps, timeframes, and measures.

Phase Four: Implementation

Once the action plan is in place, the coaching consists of meetings every one to two weeks. Throughout the coaching we will provide you with tools and strategies for shifting your style. As we introduce new concepts and you gain new insights, you will take this knowledge into the workplace and test it out. In the coaching, we will also reflect on what worked and what didn't, so you can adjust things accordingly.

We also coach you to become an observer of your own thinking, and we provide you with structured opportunities to plan, take action, reflect, and refine your approach. Think of it as an individualized learning plan which is based on key principles from business, leadership development, and adult learning.

Review Results

We will review results after six months of coaching by gathering feedback on how you have improved. The good news is that if you take this process seriously and keep people informed about the process, they almost always report improvement. If all is going well, we will build on this success and repeat the process for the next six months.



About the Karmichael Group

Natalie Michael and The Karmichael Group specialize in executive coaching and succession management. We help leaders to be more fulfilled and influential at work.

Contact Information
901 West Third Street
North Vancouver, B.C.
Tel: (778) 227 8717
www.karmichaelgroup.com