

About Coaching: For Organizations

Outstanding organizations have great leaders. Coaching is an important element in a leadership development strategy. A coach focuses on one leader at a time in a flexible just-in-time manner perfectly suited for each leader's unique situation.

Organizations typically retain coaches in situations like these:

- A high potential leader needs to sharpen his or her skills to be ready for the next level of responsibility
- As business direction changes, different leadership capabilities are needed
- A newly-hired or newly-promoted leader is not fitting well into the position or the organization
- A leader's behavior is undermining his/her own success *and* the leader recognizes the problem and wants to change
- A leader is relying on strengths that were valuable in prior roles, but those same strengths now get in the way
- A highly valued leader wants to develop himself/herself, and you want to retain this valuable person

How does coaching work?

Coaching is a structured process that occurs in four stages:

1. Exploring. In this stage, the coach and the leader work together (often using assessment instruments and surveys) to get a clear understanding of the leader's current situation and desired future state, including the capabilities the organization requires for leaders in this person's position.
2. Commitment. In this stage, the leader and his/her manager choose goals for the coaching program and makes a commitment to achieve those goals
3. Action. During the program, the leader takes actions to achieve the selected goals. The coach supports the leader through regular conversations to design the actions, discuss the results, and provide feedback.
4. Sustaining. The value of coaching lasts long after the conclusion of the formal program. By that time, the leader has developed powers of self-observation and self-awareness that he or she can call upon to meet new challenges as they arise.

Coaching adds the greatest value when certain organizational stakeholders (typically, the leader's manager, peers, and direct reports) are actively involved in the process. The coach will work with the leader and the organization to design the most effective ways for these stakeholders to support the leader during each stage of the coaching process.

For more information on how coaching works, read **About Coaching: For Leaders** and **Coaching FAQ's** on Ann's website.

What are the benefits to the organization?

- Attract and retain leadership talent. High potential leaders expect their organizations to make investments in their career advancement.
- Engage and retain talent at all levels. Effective leadership causes employee engagement and retention. Ineffective leaders are the primary reason employees leave or become disengaged.
- Accelerate business results by developing leaders more quickly.
- Develop the leadership skills needed for the future direction of the business.

Ready to get started? Or do you want more information?

Contact Ann Kruse at 425-391-1882 or send an email to ann@annkruse.com. We'll discuss your situation and how to design the coaching program that will create great leaders in your organization. There is no charge for this consultation.