



EMILY ROGERS

CONSULTING + COACHING

*Grow.*

# WORKING WITH AN EXECUTIVE COACH AND HOW COACHING ACCELERATES LEADERSHIP DEVELOPMENT



In 2013, after more than 4 years of C-suite experience and a dozen years advising Fortune 100 brands, professional sports teams, entertainment properties and global nonprofits on the business of sponsorship, Emily left her role as President & Chief Growth officer of IEG to focus her energy on developing leaders and teams.

Emily Rogers Consulting + Coaching, exists to support leaders and teams in growing and realizing their full potential in purposeful and balanced ways.

## EMILY'S CERTIFICATIONS AND AFFILIATIONS





# ★ C-SUITE CLIENTS

*Included executive succession coaching*




CLARK, CAMPBELL, LANCASTER,  
WORKMAN & AIRTH, P.A.  
— ATTORNEYS AT LAW —



# WHAT IS THE PURPOSE OF EXECUTIVE COACHING?

Coaches help leaders grow and realize their full potential, reduce or eliminate their blind spots, gain new perspectives, manage stress, and optimize performance.

Most highly successful people use a coach to help them evolve to where they want to be in work and life.

A hand in a suit points towards a line graph. The graph has a y-axis with values 2000, 4000, 6000, 8000, 10000, and 100000. The x-axis shows months from Jan to Dec. A solid blue line starts at approximately 1800 in Jan, rises slightly to 2500 in Feb, and then curves upwards to reach about 8000 by Dec. A dashed blue line starts at 1800 in Jan, dips to 1000 in Feb, and then rises sharply to about 8000 by Dec. A green arrow points from the bottom right towards the top right, following the upward trend of the lines. The background is a dark, textured image of a person in a suit.

A study published in Fortune magazine found that Fortune 100 companies utilizing coaching saw a 53% increase in productivity, a 32% increase in the retention of senior personnel, a 23% reduction in costs and a 22% increase in bottom line profitability.

Source: Manchester Review, 2001, Vol. 6, 1; and Executive Coaching - With Returns A CFO Could Love, Fortune Magazine February 19, 2001

# WHAT IS THE FOCUS OF EXECUTIVE COACHING?

## Focuses on:

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- Human-centered skills (i.e., soft skills)
- Leadership skills
- Personal and professional development
- Achieving results that matter to the client and the organization

## Does not focus on:

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- Organizational strategy/tactics
- Technical skills (i.e., hard skills)



# EXECUTIVE COACHING PROCESS



# SAMPLE EXECUTIVE DISCOVERY QUESTIONS

- The highest priorities for me at [company] over the next 6-12 months are...
- My success at [company] is measured/evaluated by ...
- The strengths that I already possess are... and I want to continue leveraging them by...
- The future outcomes I'd most like to create for [company] are...
- The new leadership qualities I'd like to cultivate are...
- The values that are most important for me to honor and express are...
- What holds me back from accomplishing what I want is ...
- The weaknesses I want to overcome are... (refer to constructive feedback you've received, or opportunities identified in recent performance evaluations, and be as specific as possible)
- What I want most from my coach is ...



# EXECUTIVE COACHING ASSESSMENT TOOLS

Every leader has unique strengths and challenges, It's not enough to simply have assessment data. You need to have the right data for the right purpose and know how to use the insight to accelerate leadership development.

Before selecting an assessment tool, start with your “why” (i.e., the questions you need to answer):

- Are you making a hiring or promotion decision?
- Do you need to assess a leadership skills gap?
- Are you trying to build self-awareness?

# EXECUTIVE COACHING ASSESSMENT TOOLS

Each type of assessment tool has a different purpose and offers unique data, perspective and insight.

Tool	Purpose
Personality test	To build a leader's self-awareness and compliment a leadership selection/succession process.
Leadership aptitude test	To measures a potential leader's aptitude to perform well. Best used to screen or shortlist a group of job candidates or identify group-level development gaps.
360-Degree leadership assessment	To survey a group of people who work with a leader about the leader's performance and behavior and to accelerate a leader's development by focusing on strengths, weaknesses, and blind spots.

# EXECUTIVE COACHING ASSESSMENT TOOLS

Personality Test	
Purpose	To build a leader's self-awareness and compliment a leadership selection/succession process (coupled with a behavior assessment).
Definition	A test designed to identify a person's natural characteristics, motivations, and tendencies, or "why they are the way they are and why they behave the way they do". These factors tend to stay fixed over time, although major life events can sometimes change a person.
Example	NEO PDR Management Planning Report
Data	30 characteristics including emotional reactions, interpersonal patterns, openness to change, agreeableness, and work ethic.
Insight	Summary of most distinctive characteristics including when those characteristics work to a leader's advantage or disadvantage.
Considerations	Should not be the sole factor in hiring or promotion decisions.



# EXECUTIVE COACHING ASSESSMENT TOOLS

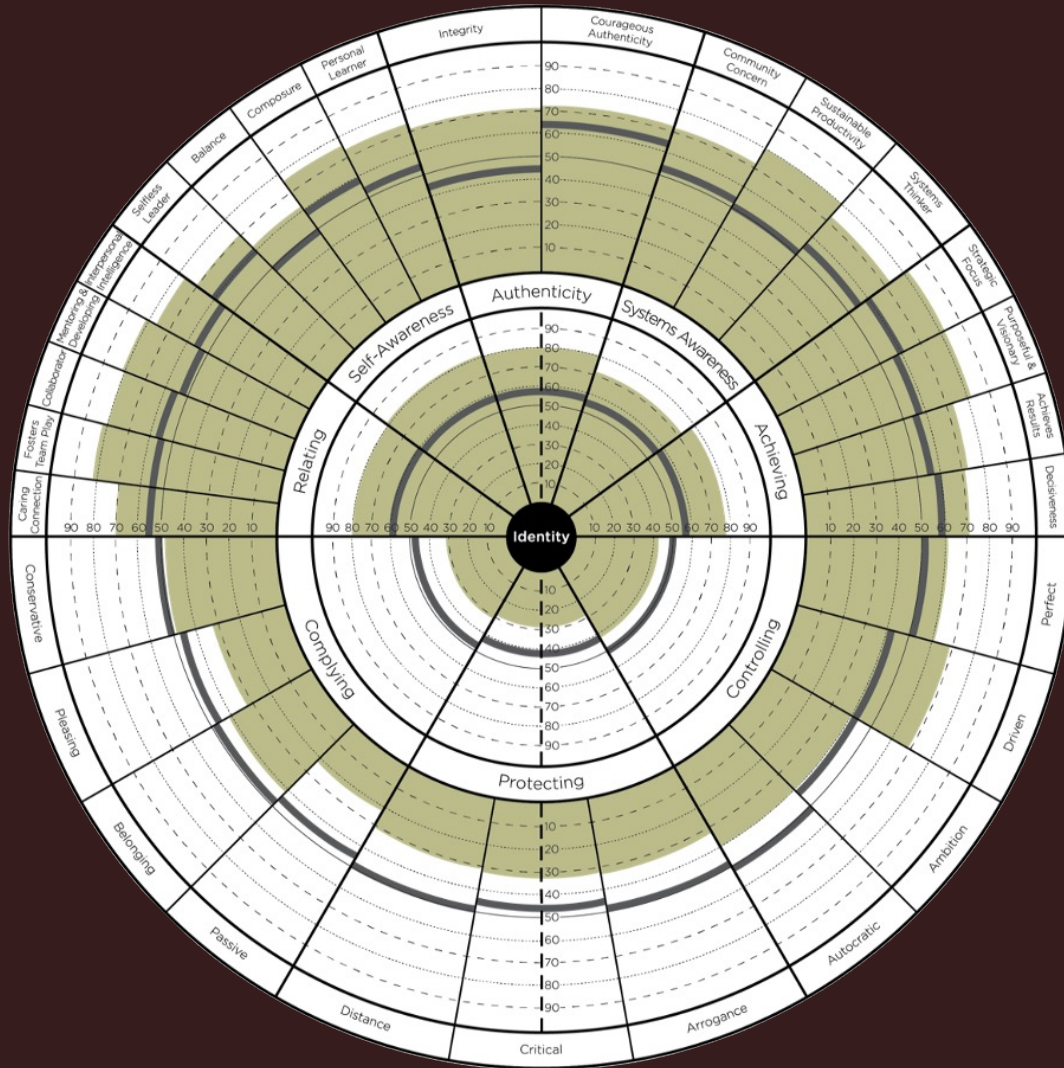
Leadership aptitude test	
Purpose	To measure a potential leader's aptitude to perform well. Best used to screen or shortlist a group of job candidates or identify group-level development gaps.
Definition	A test designed to gather data on a leader's knowledge, judgement and/or preferences.
Example	InVista's Leadership Candidate Test
Data	Evaluates 16 leadership competencies including strategic vision, drive for success, organizational impact, inspiring trust, and sense of duty.
Insight	If a potential leader knows the correct action to take and the likelihood they will take that action in a real-world situation.
Considerations	Does not demonstrate readiness or skill on the job.

# EXECUTIVE COACHING ASSESSMENT TOOLS

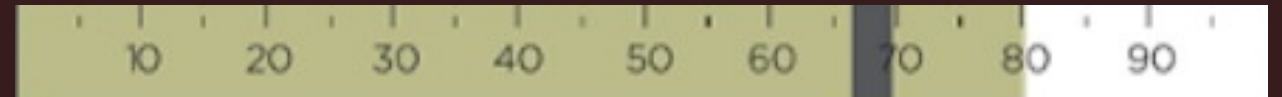
## 360-Degree leadership assessment

Purpose	To survey a group of people who work with a leader about the leader's performance and behavior and to accelerate a leader's development by focusing on strengths, weaknesses, and blind spots.
Definition	A behavior-based survey that collects feedback from a leader's direct reports, peers, and boss – and may include feedback from customers, board of directors, and industry stakeholders.
Example	Leadership Circle Profile 360
Data	Evaluates 29 leadership dimensions including relating, self-awareness, authenticity, systems awareness and results.
Insight	Identifies strengths to leverage, weaknesses to overcome, and helps leaders see how their self-perception compares to other's perceptions.
Considerations	Data based on perceptions and not an actual measure of results.

# PROFILE OF A HIGH-PERFORMING C-SUITE LEADER



A study concluded that in businesses evaluated as highest performing (top 10%) the average leadership effectiveness score was at the 80th percentile.



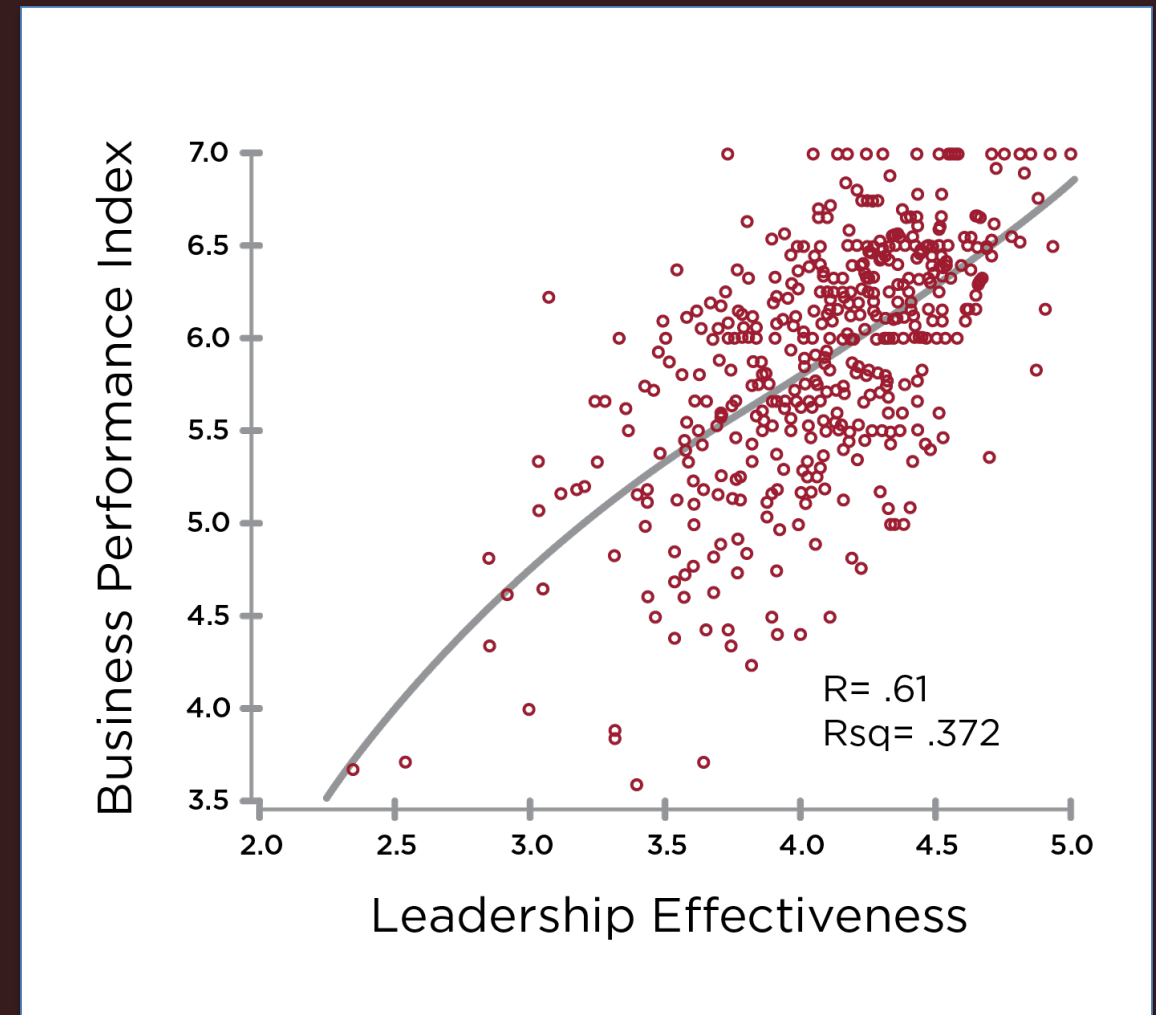
Leadership Circle Profile 360



# LEADERSHIP EFFECTIVENESS AND BUSINESS PERFORMANCE ARE HIGHLY CORRELATED

Criteria for evaluating top 10% business performance:

- Sales/revenue growth
- Market share
- Profitability/ROA
- Quality of products and services
- New product development
- Overall performance



# EXECUTIVE LEADERSHIP DEVELOPMENT CASE STUDY

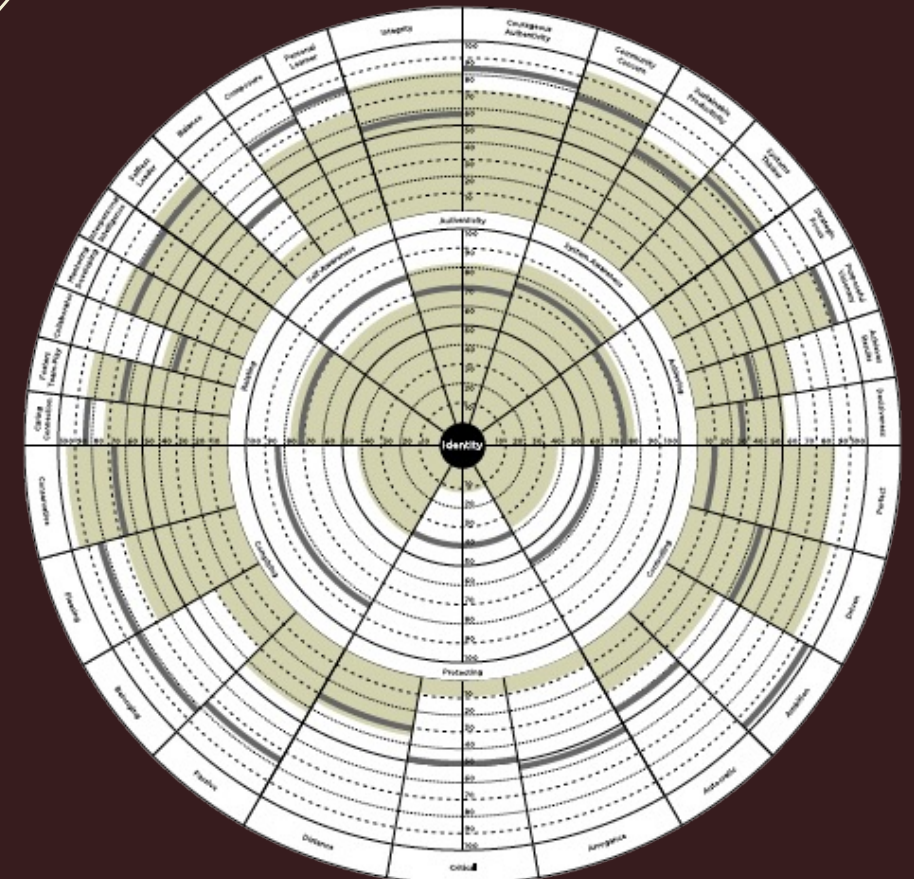


Baseline

Leadership effectiveness 53%



62% increase



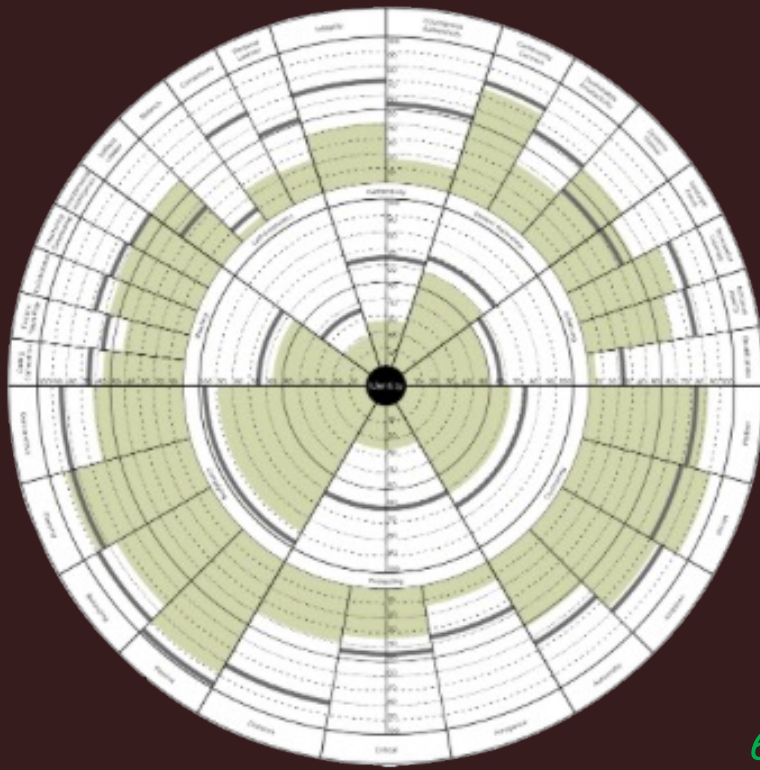
2 years later

Leadership effectiveness 86%



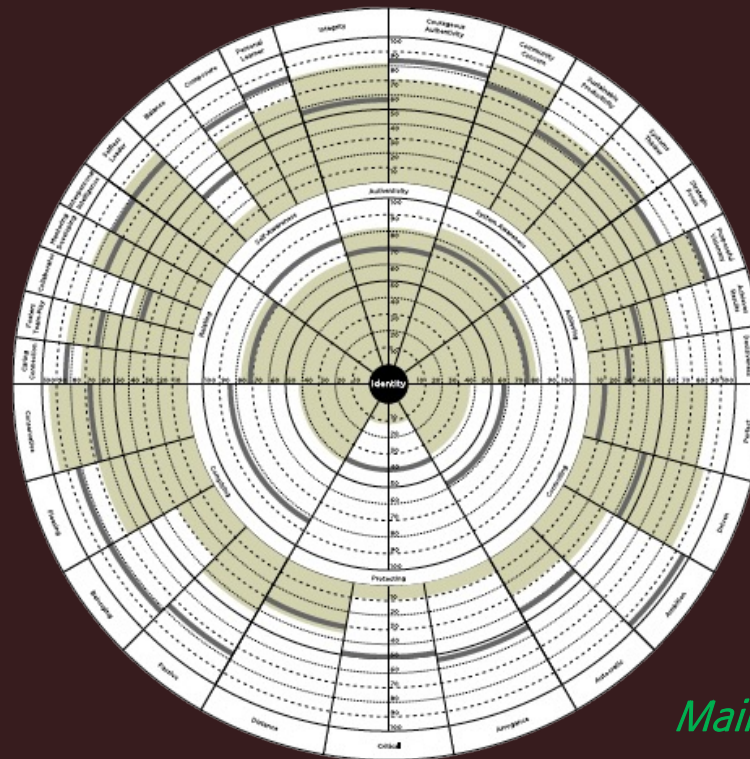


# EXECUTIVE LEADERSHIP DEVELOPMENT CASE STUDY



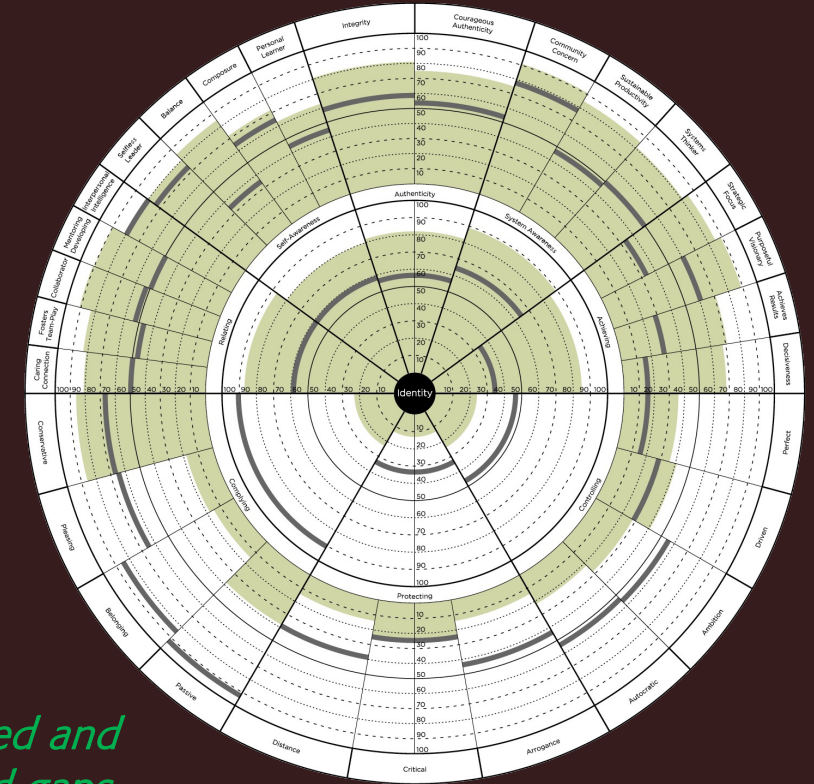
Baseline  
Leadership  
effectiveness 53%

*62%  
increase*



2 years later  
Leadership  
effectiveness 86%

*Maintained and  
narrowed gaps  
during period of  
significant growth  
and change*



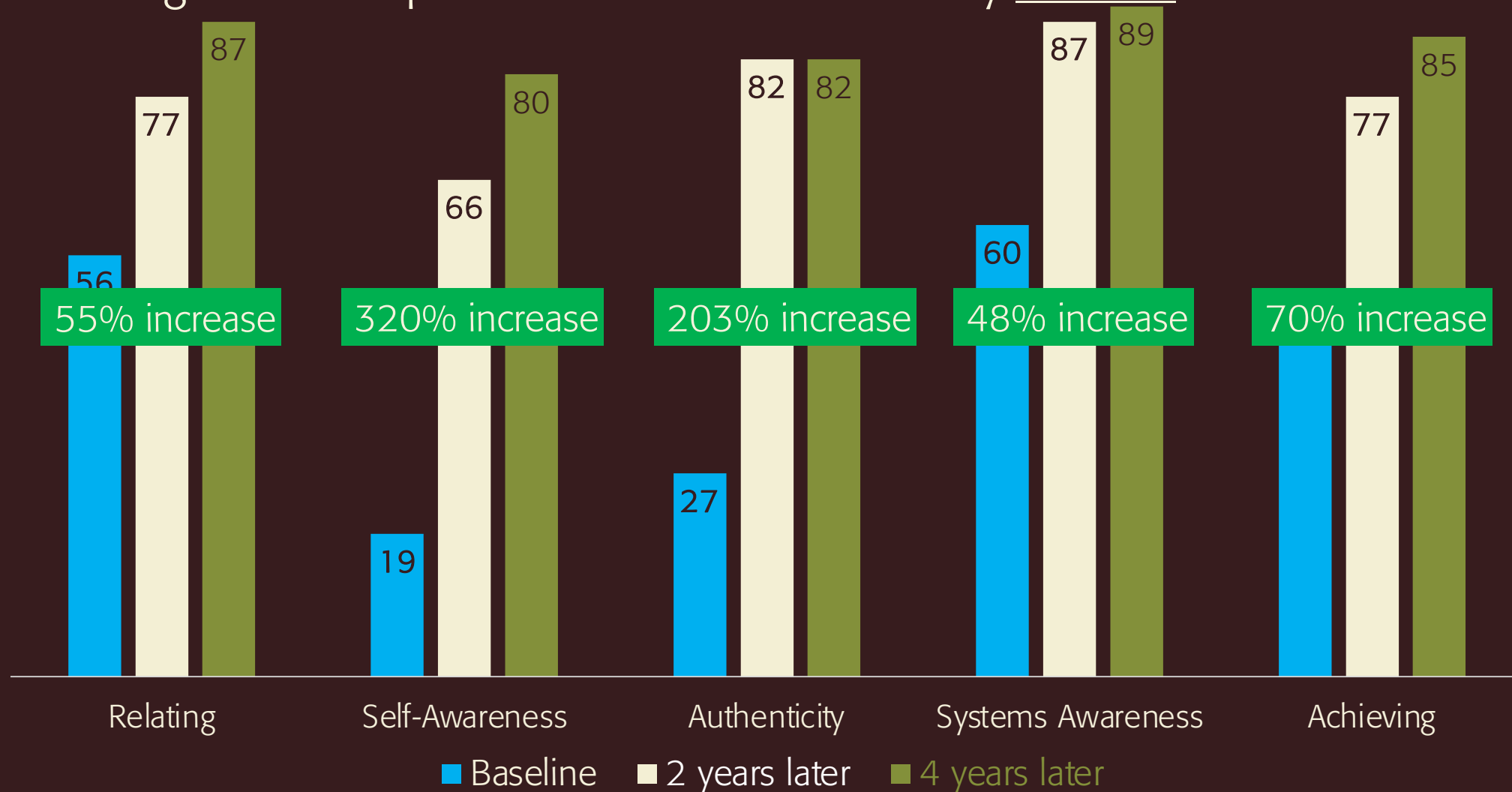
4 years later  
Leadership  
effectiveness 85%



# EXECUTIVE LEADERSHIP DEVELOPMENT

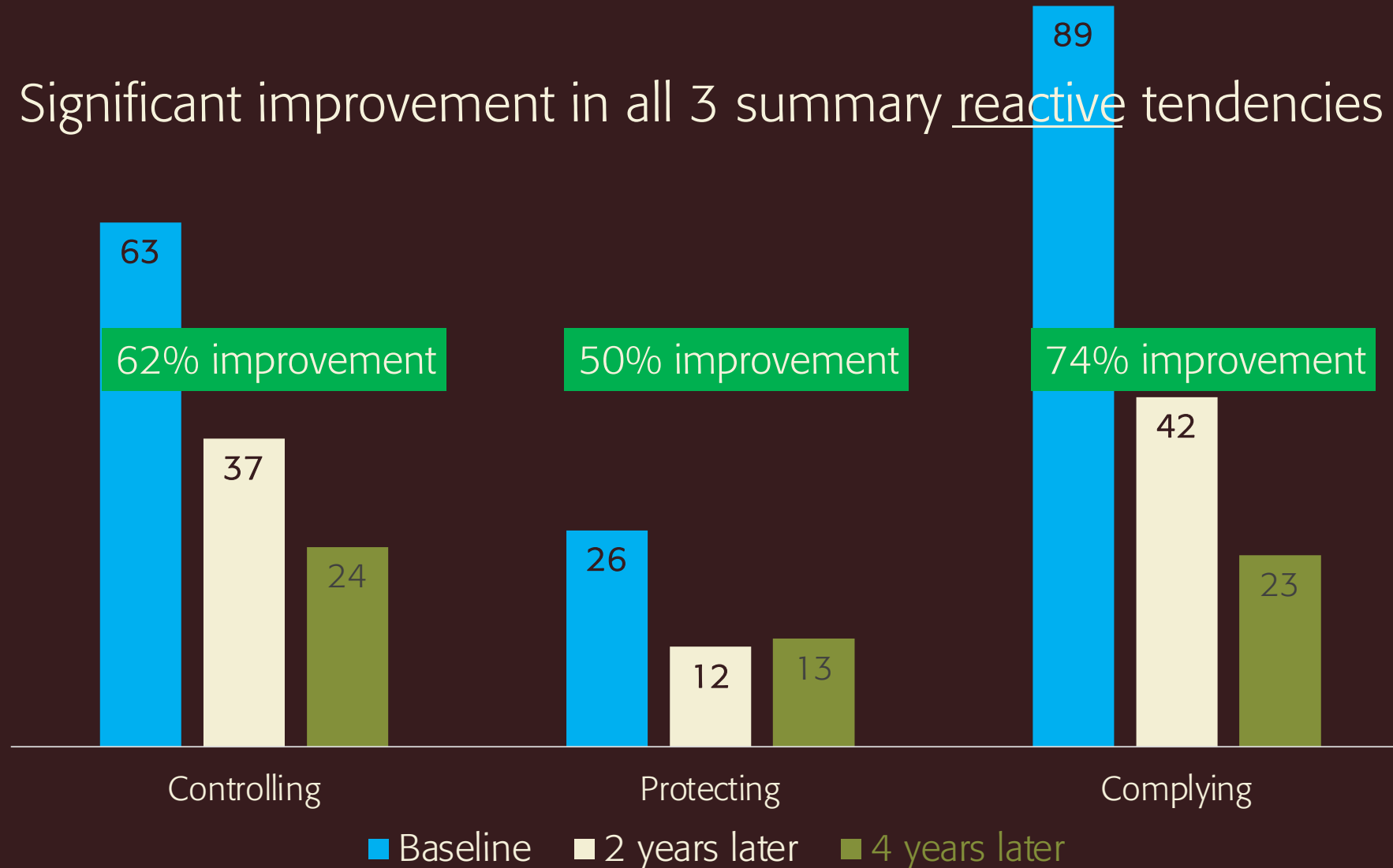
## CASE STUDY

Significant improvement in all 5 summary creative dimensions



# EXECUTIVE LEADERSHIP DEVELOPMENT CASE STUDY

Significant improvement in all 3 summary reactive tendencies



# ROLES

## Client role:

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- Bring the agenda to the coaching session— the more specific the agenda, the greater the value received.
- Summarize and share 360 feedback with boss/board and be accountable to their leadership development.

## Coach role:

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- Ask powerful questions to help the client find the answers that are most relevant & useful to them.
- Support the client in staying true to their core values, focusing on what matters most, and staying on track to get the results they want from coaching.
- Debrief assessment reports with client and facilitate client discussion with boss/board.



# ROLES

## Boss or board role in supporting the coaching process:

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- Clearly define role, responsibilities, priorities, characteristics and measures of success
- Provide regular and crystal clear positive and constructive feedback that includes context, observation, impact, next steps and accountability (this becomes part of the coaching agenda)
- Thoughtfully participate in 360-degree leadership assessment

# COMMON EXECUTIVE COACHING TOPICS

- Leadership presence and influence
- Emotional intelligence and interpersonal relationships
- Self-awareness
- Delegation and empowerment
- Building effective teams
- Employee engagement
- Leading and managing change
- Working with uncertainty and ambiguity
- Decision-making skills
- Time and stress management
- Giving and receiving feedback
- Engaging in productive conflict

# EXPECTED OUTCOMES OF EXECUTIVE COACHING

- Improved self-confidence
- Greater self-awareness
- More emotional intelligence
- Improved relationships
- Greater success setting and achieving goals
- Better communications skills
- Less stress
- Improved work performance
- Better work-life balance
- Improved health and wellness
- Expanded career opportunities
- Improved business and organizational management
- Better time management
- Improved quality of life
- More resilience

# HOW CLIENTS GET THE MOST OUT OF EXECUTIVE COACHING

They are:

- Very clear about their intended goals for coaching – and are willing for those goals to shift as the process unfolds.
- Willing to be vulnerable and real about the hard stuff.
- Regularly asking for the feedback they need.
- Ready and willing to adopt new behaviors that will make them more effective.
- Committed to the coaching process.



# CONFIDENTIALITY

What clients say within our coaching relationship is completely confidential, and it will always be held in the strictest confidence.

LET'S GROW TOGETHER.



READY TO GROW WITH PURPOSE?  
CONTACT US.



Since 2013, we have been dedicated to helping leaders and teams grow and realize their full potential in purposeful and balanced ways. The 3 primary ways we serve leaders and teams:

Executive coaching designed to grow capacity to lead with excellence and achieve measurable results.

Team coaching and development intended to align teams around a common vision, build trust, foster collaboration, propel innovation, and strengthen engagement – resulting in increased accountability and accelerated progress toward the results that matter most to your organization.

Leadership development training designed to strengthen emerging leaders as they transition into management roles as well as experienced leaders as they gain broader responsibility for organizational success.