

Grow with purpose.

BUILDING LEADERSHIP CAPACITY

Working with an executive coach

A practical guide to how coaching helps leaders see more clearly, lead more intentionally, and build capacity for what's emerging.

EMILY ROGERS
CONSULTING + COACHING

Leadership gets more complex as your influence expands.

A new role, broader responsibility, a consequential transition, or a changing organization can expose the limits of what worked before.

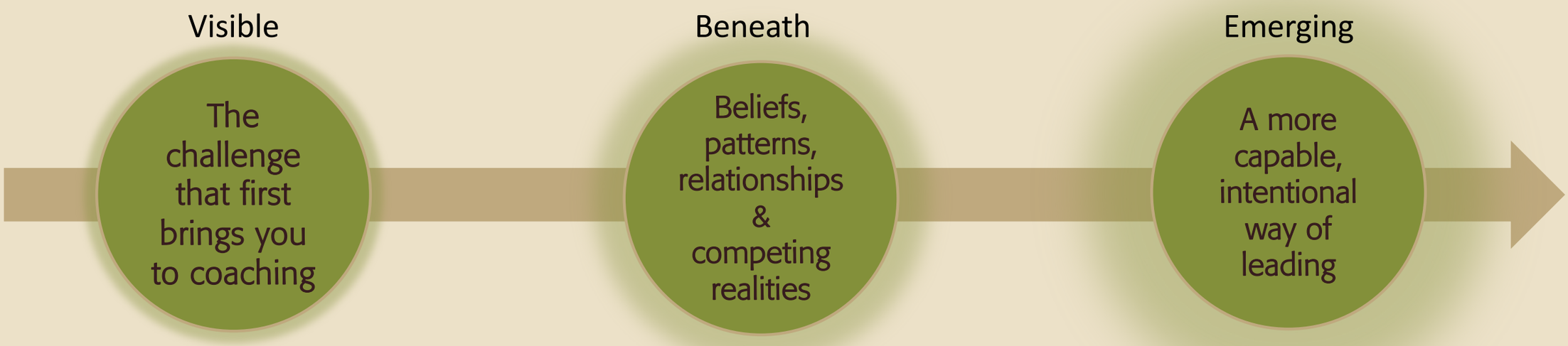
Coaching creates space to:

- Step back from the urgency
- See the larger pattern
- Choose a more intentional response

Coaching strengthens your capability to address today's challenges & lead what comes next.

The presenting issue may not be the whole issue.

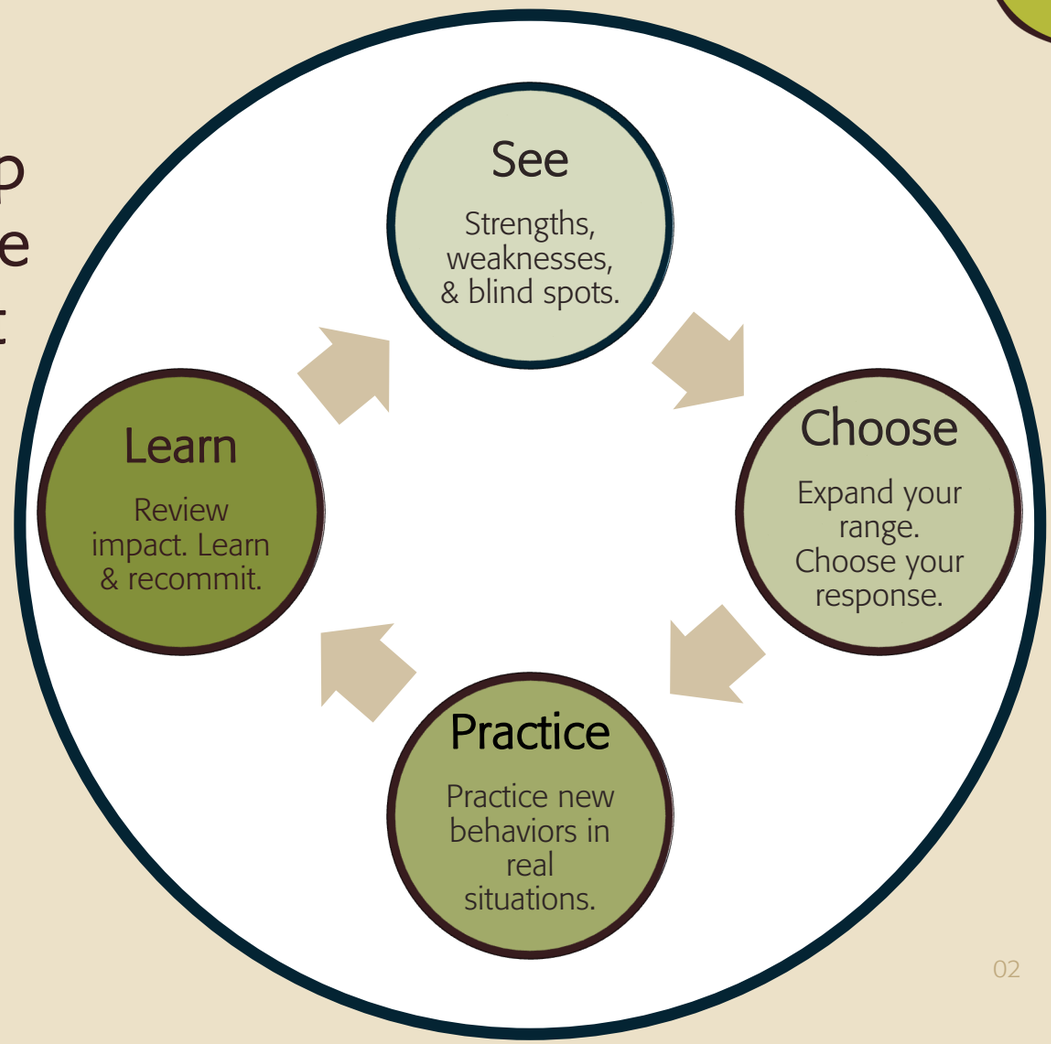
A leader may enter coaching focused on delegation, conflict, executive presence, workload, or a difficult decision.



Coaching helps you see the broader system without losing personal accountability for how you lead within it.

Executive coaching turns reflection into leadership practice.

It is a confidential, focused partnership that connects your development to the real work, relationships, & results that matter now.



Greater awareness.
More choice.
More effective leadership.

Your leadership development serves real business priorities.

Coaching connects how you lead with what your role and organization need from you. You bring the priorities; together, we explore how to move them forward.

Coaching is:

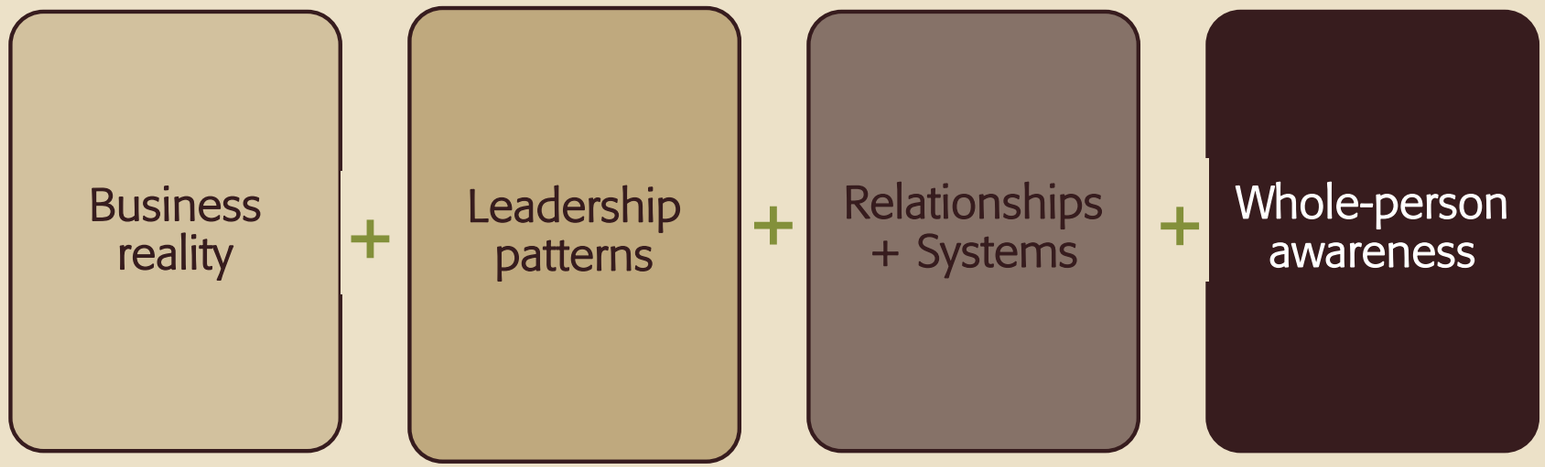
- a thinking partnership
- a place for candid reflection
- a bridge between insight & action

Coaching is not:

- a prescribed set of answers or instructions
- a substitute for your judgement/decisions
- someone else doing the work of change for you

The approach follows the need.

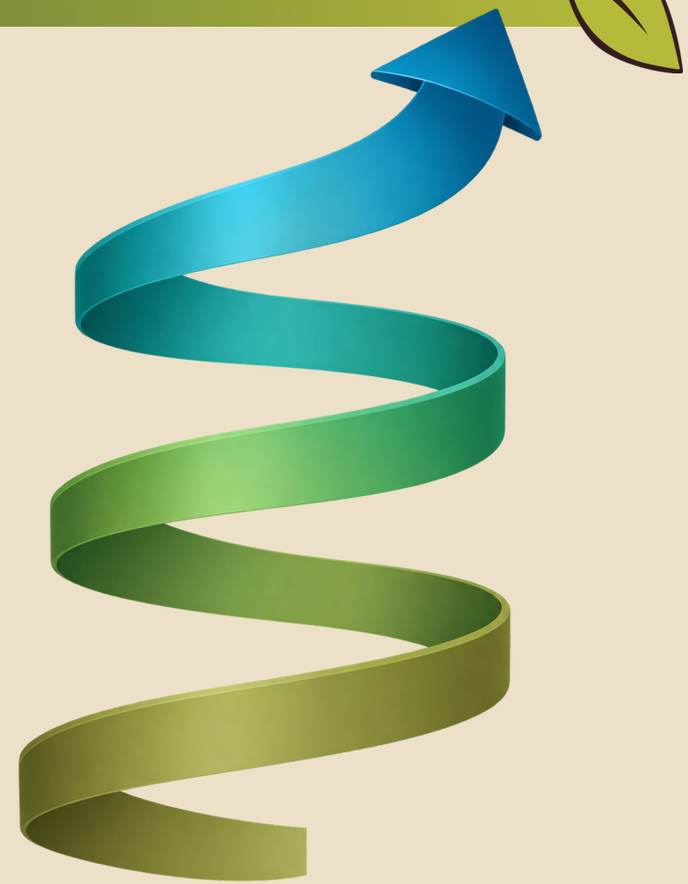
There is no one-size-fits-all coaching formula. Emily draws from multiple disciplines & adapts the work to the leader, the business, & what is emerging.



Address the immediate challenge.
Change the patterns that limit your effectiveness.

Each coaching session deepens awareness & strengthens leadership.

1. **Refocus -** revisit priorities as your role, context, & learning evolve.
2. **Explore - u**se feedback & reflection to uncover patterns & new choices.
3. **Experiment - t**est a different response in a real leadership situation.
4. **Reflec**t - examine the impact, integrate learning, & recommit.



Return with new evidence—not to the same starting point.
Each session expands your range & informs the next.

Discovery connects development to what matters now.

Early conversations establish the context for coaching and create a shared understanding of success.

What are you being called to lead or create?

What matters most to the organization?

Where are you at your best— and what might get in the way?

What would become possible if this coaching were successful?

Assessment is useful when it answers the right question.

Data alone does not create development. Its value comes from choosing the right lens, making meaning from the insight, & putting that insight to work.

Self-awareness

Personality & behavioral tools can illuminate preferences, motivations & patterns.

Leadership impact

A 360 assessment reveals how others experience a leader's behavior & effectiveness.

Readiness

Other tools may inform selection, succession, role fit or a specific development question.

The assessment serves the coaching—not the other way around.

A 360 expands the view—and creates a more honest starting point.

The Leadership Circle Profile® brings together feedback from people who experience a leader in different relationships & contexts.

Feedback from boss, direct reports, peers & other stakeholders

→

Strengths
What to trust & leverage

Blind spots
What may be difficult to see alone

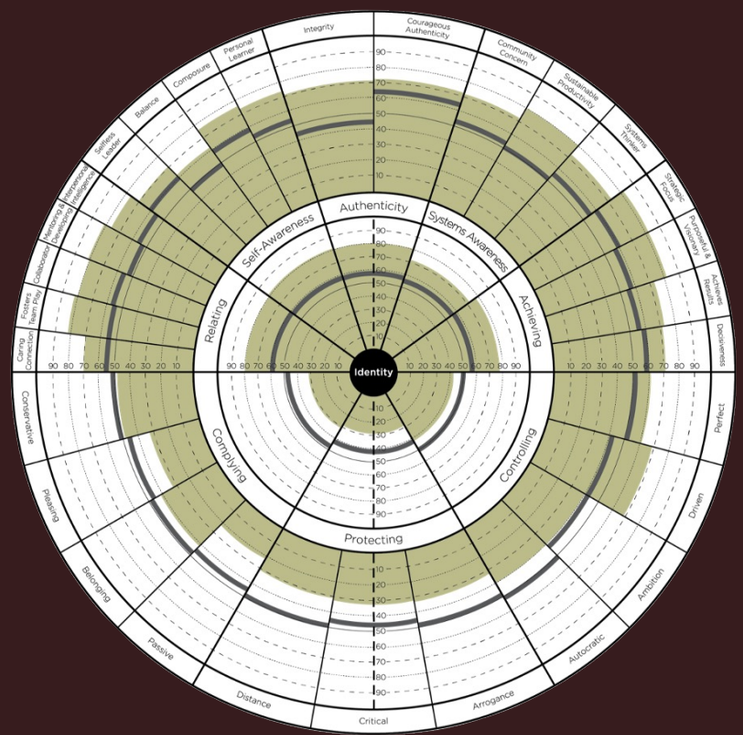
Gaps
Where intent & impact diverge

→

Choices
Where new behavior could create greater effectiveness

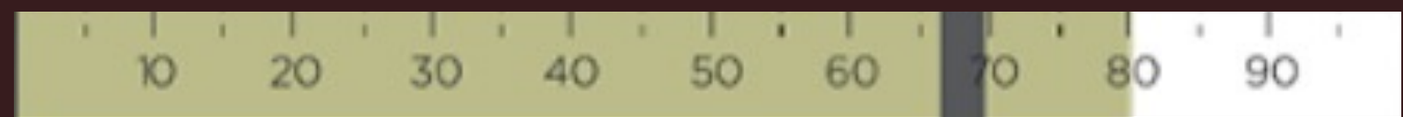
Feedback is not a verdict. It is information you can use.

Profile of a High-performing C-suite Leader



Leadership Circle Profile 360

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



Source: Mastering Leadership by Anderson and Adams

Profile of a High-performing C-suite Leader

Leadership effectiveness & business performance are highly correlated

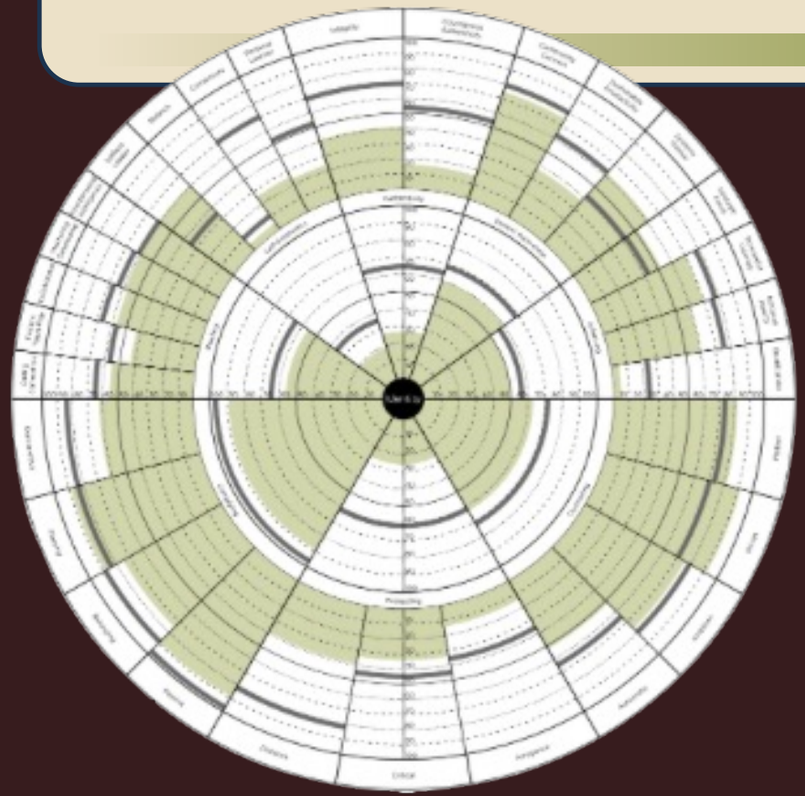
Criteria for evaluating top 10% business performance:

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



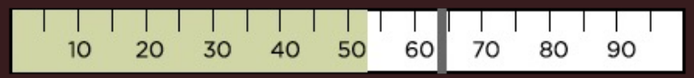
Source: Mastering Leadership by Anderson and Adams

Case Study: C-suite Leader

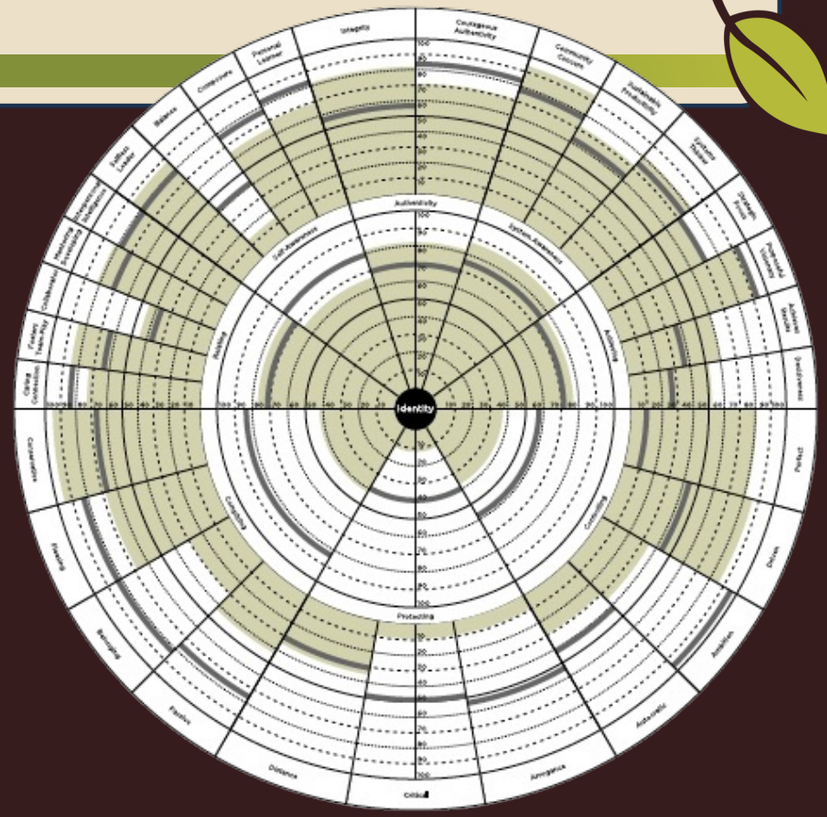


Baseline

Leadership effectiveness 53%



62% increase

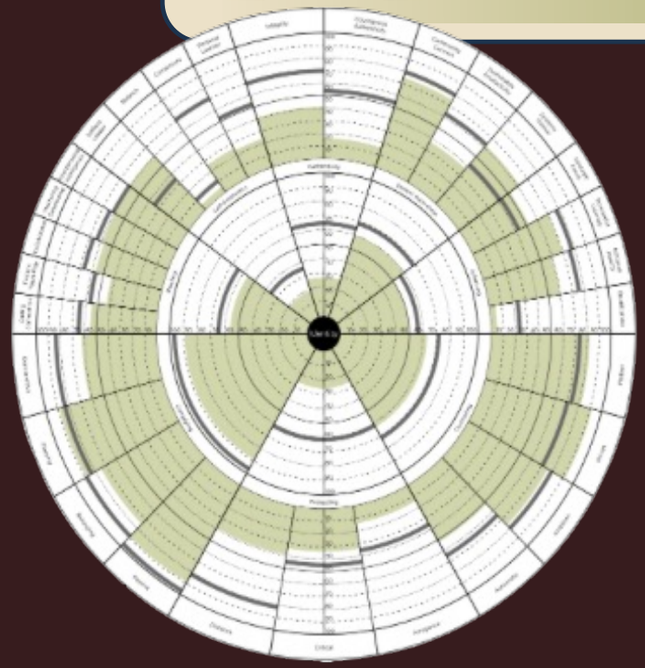


2 years later

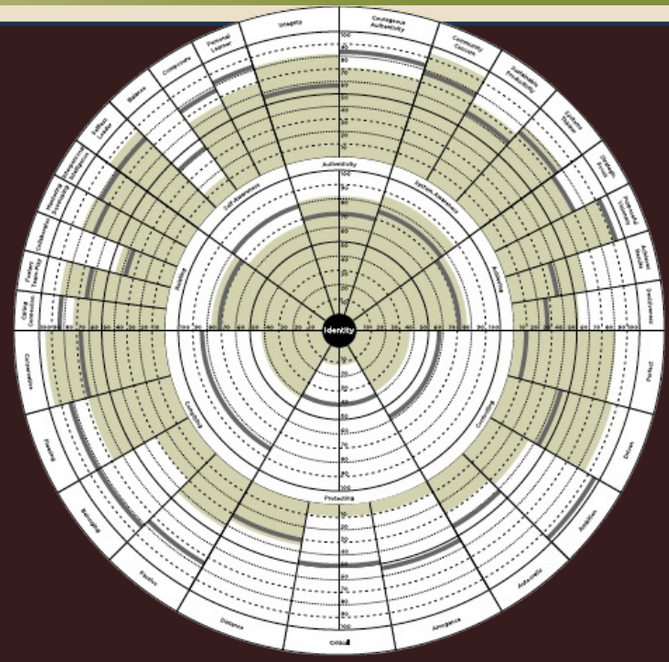
Leadership effectiveness 86%

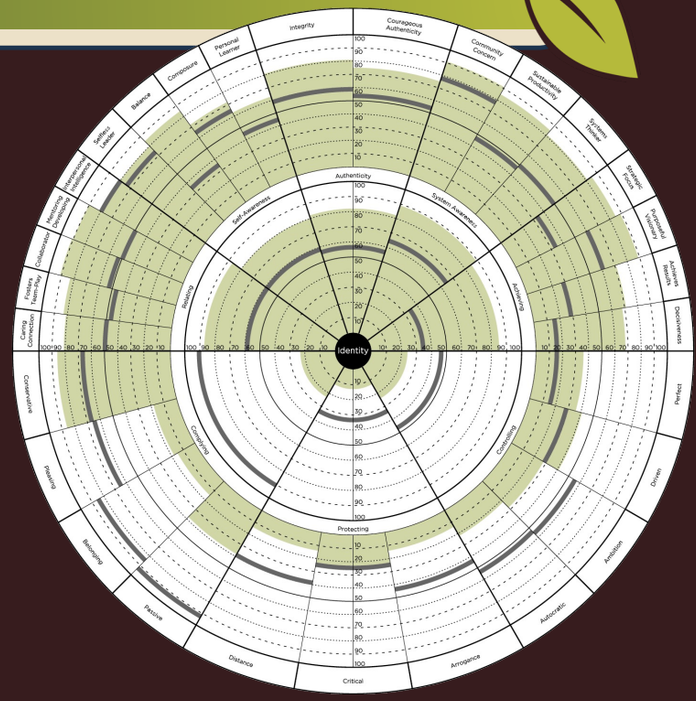


Case Study: C-suite Leader



62% increase





Baseline

Leadership effectiveness 53%

2 years later

Leadership effectiveness 86%

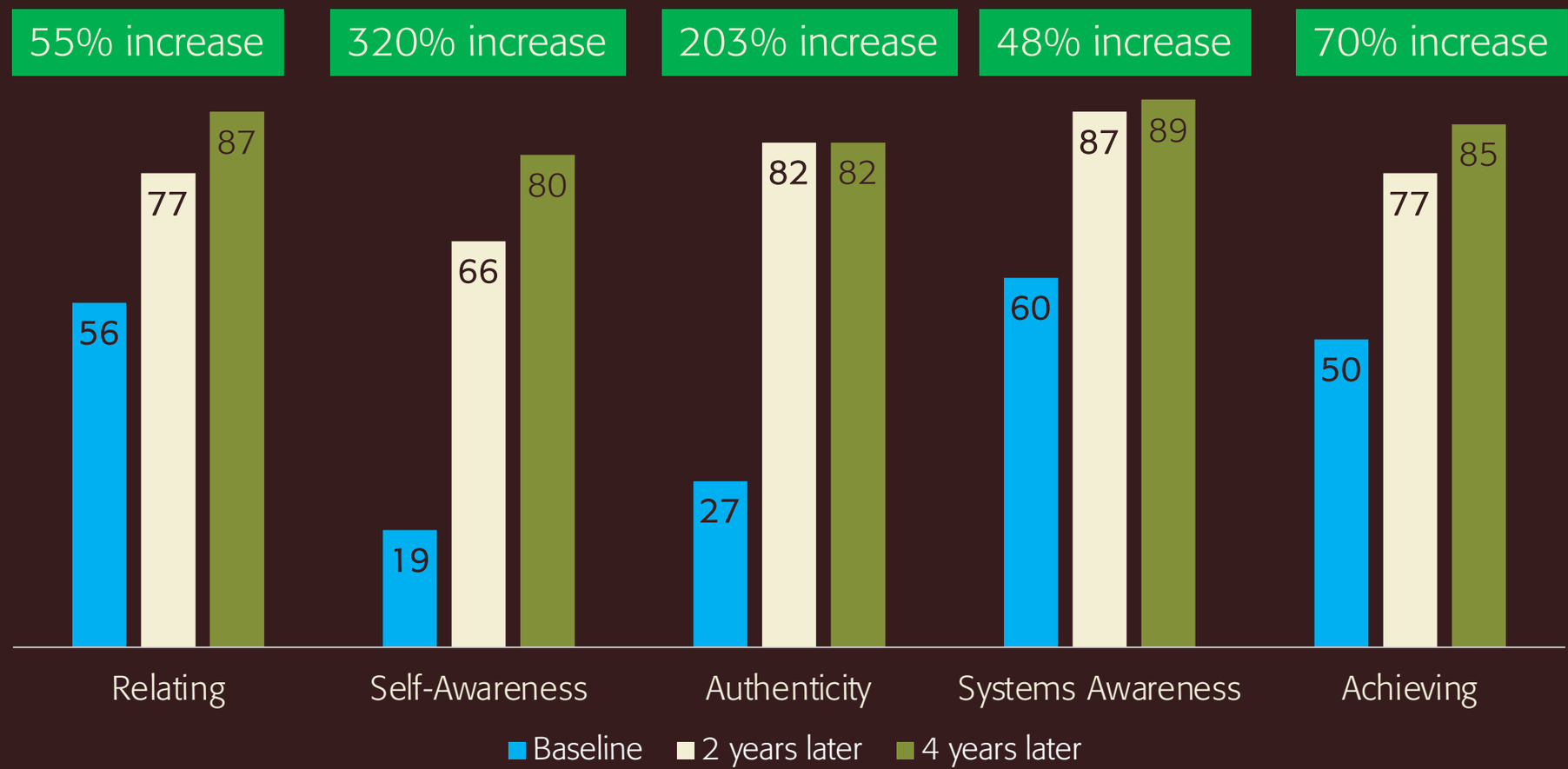
4 years later

Leadership effectiveness 85%

Maintained during a period of significant growth & change

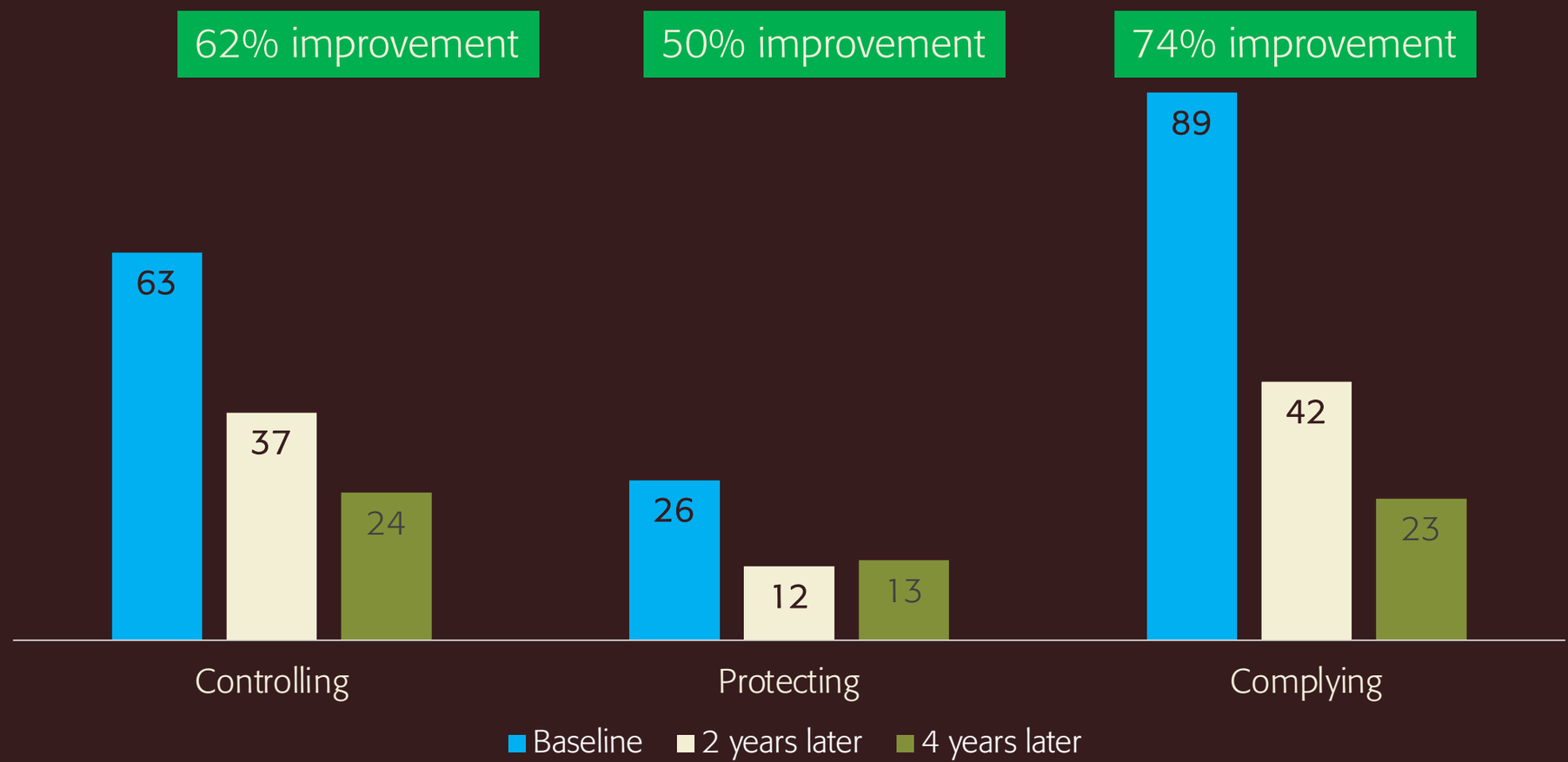
Case Study: C-suite Leader

Significant improvement in all 5 summary creative dimensions



Case Study: C-suite Leader

Significant improvement in all 3 summary reactive tendencies



The most meaningful outcomes show up in how a leader leads.

Clearer

Better judgment about what matters, what is happening, & what the moment requires.

More Capable

Greater range in conversations, decisions, delegation, conflict, & change.

More Intentional

Choices aligned with values, responsibilities, relationships, & desired impact.

More Sustainable

Stronger boundaries, resilience, and capacity to lead without sacrificing wellbeing.

You bring the agenda—and take ownership for the work.

The value of coaching grows when you:

- Bring a specific, consequential topic to each conversation
- Be candid about the hard parts—not only the polished story
- Ask for the feedback & perspective you need
- Experiment with new behavior between sessions
- Reflect on impact & return ready to learn

Your coach supports honest reflection and lasting change.

Emily will:

- Listen for what is said—and what may sit beneath it.
- Ask questions that expand awareness & choice.
- Offer observations, challenge, and perspective without taking over your agenda.
- Ask for the feedback & perspective you need
- Connect insight to real-world action & impact.
- Support accountability while keeping ownership with you.

Questions create space. Practice creates change.

A sponsor strengthens coaching by creating clarity—not by entering the room.

When an organization sponsors coaching, the leader's boss, executive sponsor, or board has an important supporting role.

Alignment

Clarify role expectations, priorities, desired outcomes, & measures of success.

Feedback

Offer timely, specific positive & constructive feedback—with context & impact.

Support

Create opportunities to practice, make decisions, & lead with increasing ownership.

Respect

Honor the confidentiality that makes candid coaching possible.

Confidentiality creates the space for candor.

What you share in coaching is held in confidence.

When an organization sponsors coaching, we agree at the outset on goals, progress updates, and sponsor involvement. Your conversations remain private. We also clarify confidentiality in your coaching agreement before the work begins.

Clear boundaries protect both trust & accountability.

Let's Grow Together.



WHAT IS EMERGING FOR YOU?

Build the capacity to meet it.

If you are considering executive coaching—or preparing to begin—let's clarify what would make the work most meaningful now.

EMILY ROGERS
CONSULTING + COACHING