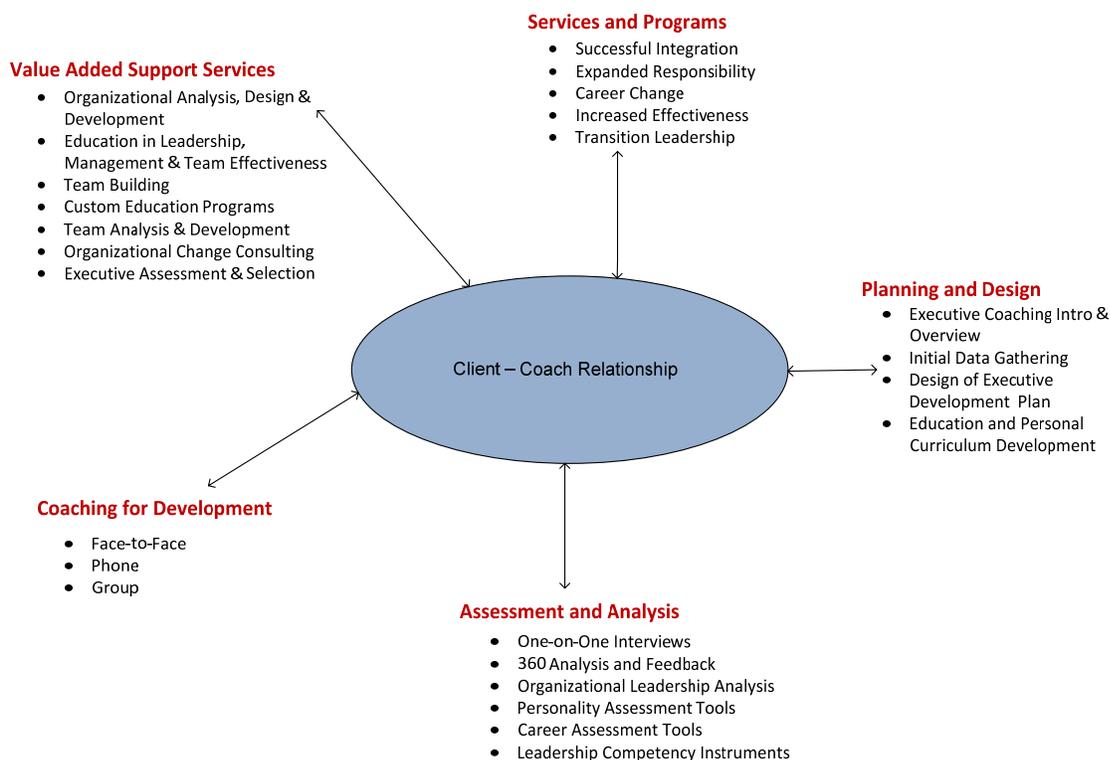




Executive Coaching and Development

Peak Performance Group's Executive Coaching Model: Paths for Success

The linchpin of PPG's Executive Coaching Model is the client's experience and his or her understanding of their needs. Each of the following paths for success is designed to meet the client's specific business, organizational, and individual needs. Although each service option is unique, they all include a comprehensive data-gathering phase where the client and coach begin to assess and map out the scope and direction of the executive development program. The trusted client-coach relationship supports the client in making adjustments and new decisions along the way in this developmental process. The following pages contain a brief review of each of these options and the underlying process which provides a framework for the client to make changes.





Services and Programs

Coaching for Successful Integration

According to multiple studies, 40% to 50% of newly hired executives fail within the first 18 months on the job. Major reasons for failure include:

- Inadequate relationship building
- Cultural misunderstanding
- Lack of clarity about roles and expectations
- Failure to align organizational goals, strategies and actions
- Lack of support for change initiatives
- Applying previously successful strategies that don't fit the current context

Turning the potential loss of a newly hired or promoted executive into a successful retention saves not only significant cost for replacement but even more valuable company resources in the form of opportunity cost lost through disrupted initiatives and productivity and lowered morale.

Coaching for Expanded Responsibility

When successful managers are promoted, the expertise and behaviors which made them successful are often not the ones required for the next level of leadership. Often leaders on the fast track have great strength in taking charge and solving problems well. These characteristics work well at lower levels where jobs are more technical, but later career technical proficiency matters less than the ability to deal with a variety of leadership situations and independence is less valued than interdependence and teamwork. Coaching at the right time can help these stars continue to learn in new ways and enhance their impact on the organizational and business outcomes desired, while avoiding costly derailment.

Coaching for Career Change

Companies where talent management is a competitive advantage know that the optimal contribution to the business comes from the right people in the right jobs. This often leads to career change within a company. Coaching can help identify when there is a misfit and support the individual in identifying and moving forward in a new career direction. Benefits accrue not only to the individual, but also to the business in terms of cross fertilization of knowledge and enhanced morale across the organization as well as cost savings for outplacement and external hiring.



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Coaching for Increased Effectiveness

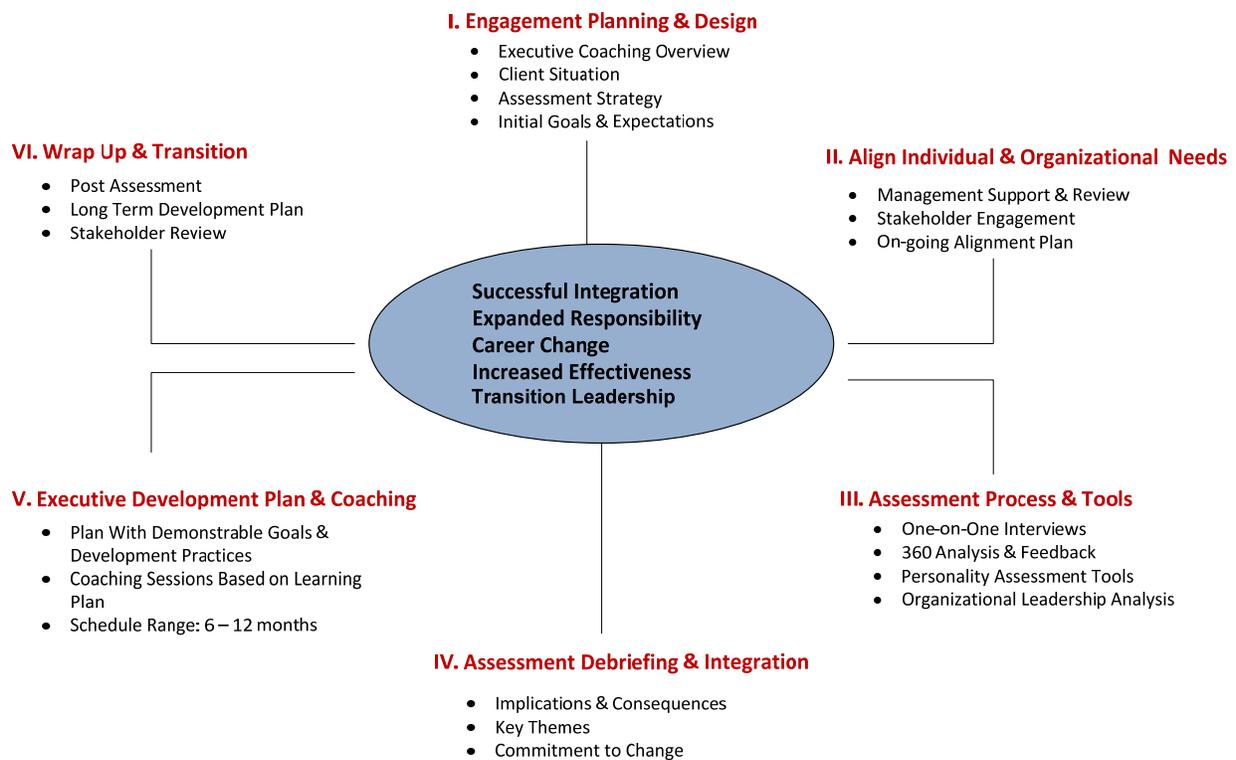
A prime business case for coaching is the talented and valuable executive who has a trait or behavior which is undermining their potential for on-going success in their current and future roles. This often appears at times of change for the business or individual. Coaching provides the structure and relationship for effective feedback, increased self-awareness and practicing new behaviors. The return on coaching investment is significant in realizing the full leadership value of the individual as they model and motivate professional improvement and achieve improved business results.





Philosophy and Process

The partnership between executive and coach starts with trust and the mutual intention to expand the competence and effectiveness of the client within the business and organizational context. As the coach, PPG brings capabilities, tools and models for assessing effectiveness and identifying areas for improvement, designing plans and facilitating learning and change. We bring a distinctive ability to identify root cause at the organizational as well as individual level. This helps the executive discern when to focus on individual leadership development and when there is an organizational issue requiring a structural approach. The client brings an inquisitive attitude for increased self-awareness and growth. Together, we develop clear demonstrable outcomes for the coaching experience and work with a plan through which the client achieves those goals.





Coaching Activities and Deliverables

I. Engagement Planning and Design

This meeting is designed to build understanding of the client situation and of the coaching methods. Areas of attention include: career background, business goals and structure, current challenges and needs, individual and organization assessment tools, coaching process and mutual responsibilities. Outcomes of this meeting are an assessment strategy with participants and resources identified and an articulation of executive development goals and expectations.

II. Aligning Individual and Organizational Needs

Engaging the client's manager is critical to ensure that the executive coaching supports the strategic business goals and that the organization/manager supports the executive's development agenda. A three way meeting is held early on in the engagement to review the goals, expectations and assessment strategy and to build mutual understanding. Other such alignment meetings are held later to review the development plan and finally the results achieved. There will be check-ins with the HR business partner as appropriate.

III. Assessment Process and Tools

The assessment process includes systems analysis, interviews with key stakeholders, relevant document review, and instrumented feedback. A customized assessment strategy is designed for each engagement. A systems analysis relevant to the executive's needs may span business systems, organizational systems and human systems of the client's company. Included, for example, could be goal analysis, dependency mapping or leadership assessment.

Interviews provide in-depth information that reveal root causes and lead to systemic solutions. In addition to the diagnostic use of data, the specific feedback and insights from peers, direct reports, and other key stakeholders is useful throughout the coaching and development process. Additional observations of the executive in action may also be used as part of the assessment process.

Instrumented feedback is often another part of the assessment process. Peak Performance Group is qualified to administer over a dozen validated and specifically focused instruments and tools as needed. Self-evaluation, peer feedback and interpretation of results by the coach or staff psychologist are critical components that raise the level of self-awareness and lead to behaviorally specific and organizationally relevant personal growth and development.



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A written report is provided covering business, organization and leadership analysis including feedback by theme and rater group, but not attributed to any individual. This report is confidential to the executive. After debriefing and planning, it is recommended that the executive draft a summary of the report as background for the development plan and in preparation for discussion with his or her manager.

IV. Assessment De-briefing and Integration

The executive and coach meet several times to discuss and understand the feedback data and assessment. It is crucial in this step to dig deeply into the information and analysis so that it is fully absorbed and motivates change. This involves relating it to everyday examples and identifying consequences and implications of the findings. Key themes emerge through these discussions. Often executives focus primarily on areas for improvement however strengths are equally important for impacting change.

V. Executive Development Plan and Coaching

Based on the assessment, the coach and executive design a development plan which includes demonstrable goals with obstacles and support and development activities. This plan is reviewed with the client's manager to ensure alignment with organizational goals and support for the executive's development. The coaching sessions are driven by the learning plan and at the same time often lead to an evolution of the learning plan. New practices are grounded in the spirit of inquiry and practicality. The coaching sessions generally take place over a six to twelve month period.

VI. Wrap up and Transition

As the learning goals are achieved, a transition plan is established. This may include a post-assessment. A long term development plan and schedule are developed. The executive and coach meet with the manager to review outcomes and transition plans.