

Achieve Business Results with Coach-Like Skills Quick Reference Guide

My hope is that you will use this quick reference guide to help raise yourself to a level of “conscious competence” in regards to executive coaching. You can do this in two ways. First, organize the coach-like skills you naturally have into a more effective process. Second, understand your limitations and either seek further training, or, alternatively, hire a professional executive coach to help you and/or your staff. I can help you in either scenario.

How an Executive Coach Achieves Results

1. An executive coach knows the difference between therapy, consulting, mentoring and coaching.
2. An executive coach helps the client draw-out the answers they already have.
3. An executive coach is credentialed by the International Coach Federation and adheres to a strict code of ethics.
4. A credentialed executive coach has demonstrated skill in utilizing the 10 coaching competencies with clients.
5. Executive coaches utilize a coaching agreement just as any other professional services organization does.
6. An executive coach designs each coaching engagement based on need, e.g. assessments, reading, frequency, length of calls, duration of coaching engagement as well as the structure of each individual session.
7. There is an acknowledged standard coaching process in the profession for coaching sessions.
8. Also, there are formats that overlay on top of the coaching process to add depth if it is appropriate for the client.
9. Executive coaches draw from an extensive set of questioning tools to create powerful questions to move the client forward.

How You Can Achieve Similar Results in Your Organization

1. Know the distinctions between therapy, consulting, mentoring and coaching.
2. Use executive coach-like behavior, which is collaborative, or football coach-like behavior which is directive depending on what the situation calls for. The more often you are collaborative, the more effective you are.
3. Before you coach a person in your organization, check yourself against this code of ethics to help “frame” your coaching.
4. If you don’t have evidence that you possess the 10 coaching competencies, you can learn them. Have you checked yourself?



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5. Only coach a team member interested in coaching or open to being coached.
6. You can design a coaching engagement with someone in your organization. The agreement should include a. objectives, b. measures, c. value, d. method and e. accountabilities.
7. The coaching process is: a. identify the objective for the coaching session, b. explore strategies, c. identify and remove obstacles and d. deliver support and appropriate accountability.
8. An example of a format you could use in a one-hour coaching session: a. check-in, b. deliver just-in-time help on something important to the client, c. focus on the client's primary objective(s) or d. deliver educational content to the client, and e. check-out.
9. A person who has the desire can learn questioning tools such as strategic inquiry, SPIN, appreciative inquiry and others. For example, appreciative inquiry is used to ask questions that focus on what's working best in an organization and figuring out ways to do more of what's working.
10. At the end of the conversation, did the person you were coaching do 80% of the talking?

Executive coaching skills are the most potent sales and management tools you could possibly acquire. These advanced techniques will help you create exceptional results, regardless of whether you plan to actively coach your team or leverage your background and experience to optimize your personal effectiveness. My personal interest in coaching arose in the course of starting and selling two successful companies. Having come to executive coaching from a business management background, I have an intense appreciation for the results one can achieve through coaching. I encourage you to explore how professional coaching can help you achieve your greatest personal and professional goals.

To learn more about developing coach-like skills to optimize your organizational results, email darren@cimastrategic.com or call 214-353-9333.

Why Darren for Executive Coaching?

Darren is a trained and experienced group coach possessing core coaching competencies, a coaching process and an ethics standard from an accredited university graduate school executive coaching program. He is also a professional facilitator and produces the Texas AEC CEO Roundtable consisting of 100 of the top architecture, engineering and contractor firms in Texas.

About the author. . .

Darren probably delivers the most dramatic and powerful leadership and business development experiences for executives. He is to the executive what a carabiner is to the mountain climber. Darren helps executives reach higher levels than they could alone.

Darren has conducted business in 20 countries across 10 industries and has started and sold two companies. He is a graduate of Texas A&M and has university credentials in marketing, international business and executive coaching. His clients include HKS Architects, Staubach Company, the Texas Society of Association Executives, Mrs Bairds Bread and Kia Automobile.

He speaks regularly on the subjects of strategy, coaching, leadership, international business, and business development. Darren's audiences have ranged from the Business School at the University of Notre Dame in South Bend, Indiana to the local chapter of the Associated General Contractors in Austin, Texas. Lastly, Darren is married and he and his wife can successfully field a basketball team. Darren has five children.



Darren L. Smith

Darren Smith helps executives develop edges to make winning easier. Darren achieves this through consulting on strategy & business development and through coaching & speaking.