

Find Out What Your Peers Are Achieving with Executive Coaching

Results of Executive Coaching

- A **CIO** increased self-awareness and improved, among other things, his ability to respond to confrontational situations while following-through on a key objective of his firm's strategic plan.
- A **CEO** increased her ability to communicate and activate her vision with her management team. Now her team demonstrates the consistent, positive, solutions-based management style the CEO was hoping for. As a result, the team does not need to look solely to her for answers to their challenges. Instead, they bring recommendations to her on what should be done.
- A **Senior Vice-President** faced a challenging & career-defining year. Instead of intuitively viewing the year ahead as a trial and just hoping to make it through, the executive actualized the potential value of the challenge with the support of an executive coach.

What is an Executive Coach & Why Invest in One?

An Executive Coach inspires you to reach your untapped potential using a proven process of inquiry. This process helps draw-out the answers you need to make improvements in areas you have targeted, e.g. decision making skills.

An Executive Coach:

1. collaborates with you to identify and realize more peak professional experiences
2. helps you raise the bar on your work product
3. supports you as a sounding board in challenging situations, e.g. time/energy management, revenue & margin results or employee performance & development

The role of an Executive Coach is similar to an eye specialist rather than a painter. A painter tries to convey to you a picture of the world as the painter sees it, whereas an eye specialist enables you to see clearer and view the world as it really is. In other words, the role of an Executive Coach consists of helping you widen and broaden your visual field so your whole spectrum of potential and options becomes conscious and visible to you.

continued

Find Out What Your Peers Are Achieving with Executive Coaching

continued



How is executive coaching different from mentoring, therapy and consulting?

- **Coaching** is proactive, structured support that looks to the future and focuses on raising the bar.
- **Mentoring** is reactive, unstructured support by someone who has “been there, done that.”
- **Therapy** is proactive, structured support that looks at the past to find root causes of a current challenge.
- **Consulting** is performing a specific task for someone else because the other person does not know how, does not have time or because it makes sense for an outside resource to help for one reason or another, e.g. political reasons.

The What/When/Where/How of Executive Coaching?

- Typically six to twelve months or more in duration.
- One-hour, confidential session, usually by telephone, twice per month. The calls can be recorded for the client’s reference and the coach is available 24/7 outside of the calls for additional support.
- The coach is the expert on the process of coaching (identifying objectives, strategizing, removing obstacles & delivering accountability) and the client is the expert on the content (which is the client’s work and life).
- The topic and format of the coaching sessions are decided by the client. In the coaching sessions there is no judging, teaching or preaching and the coach helps the client identify and utilize different resources for learning if needed, e.g. assessments, books, etc.
- What’s one way to measure coaching results? Often a 10-point scale is utilized. You score where you are now on each of your objectives and where you want to be at the end of your coaching program. In addition, you write specific examples of what each score looks like (in terms of behaviors).

Simply put, Executive Coaching is not directive like football coaching, where the coach tells you what to do. An Executive Coach is a trained professional, who collaborates with you to create more choices, shorten the time needed to produce meaningful results and increase the chance of following-through on your objectives.

Why Cima?

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. Lastly, Darren has CEO experience (Darren has started and sold two companies).

About the author. . .

Darren has over 18 years experience in professional services, distribution and manufacturing and he has started and sold two companies. His industry experience includes professional associations, architecture/engineering/construction, industrial and healthcare.

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.

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



Darren L. Smith