

# **Choosing the Best Leadership Coach And Maximizing Results**

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## CLIENTS

### Global industry-leading organizations including:

- Darden Restaurants, The Cheesecake Factory, Coca-Cola
- ADP, Platinum Equity, LexisNexis, Bekaert, Cisco, McKesson
- IHG, Flowers Foods, Arthritis Foundation, Colliers International
- Medical University of South Carolina, and many others

## CREDENTIALS

- Advanced degrees
- Certifications in multiple assessments and coaching methodologies

## EXPERIENCE

- Former senior executives
- An average of 20+ years' professional experience advising senior leaders
- Designed and implemented proven solutions and processes

## MISSION

- Transform your leaders from ordinary to extraordinary
- Become your trusted leadership advisor

- Almost 50% of participating companies use coaching to prepare individuals for promotion or new role
- 78% of the 472 top leaders surveyed said they viewed coaching as a credible, effective way to improve company performance
- CEOs who have declared the benefits of executive coaching publicly: Michael Dell, Eric Schmidt, William Johnson, Meg Whitman, etc.

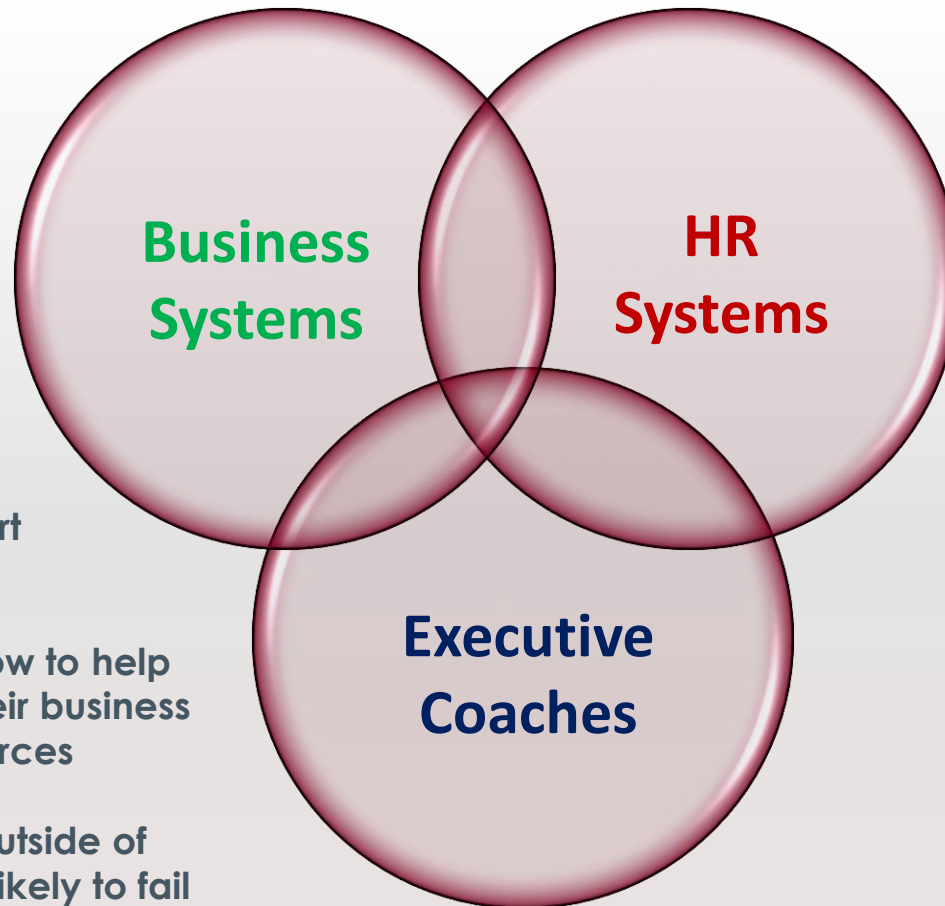


## Primary Applications of Coaching

1. *Develop high potentials (esp. for succession)*
2. *Address derailing behavior*
3. *Optimizing strong contributors*
4. *Preparing leaders for the officer level*
5. *New leader onboarding*
6. *Accelerating learning in leadership development programs*

1. What are you trying to accomplish with coaching?
2. How does coaching fit in your talent management strategies and tactics? Business Strategies?
3. Where does coaching fit with the leader and his/her manager's development responsibilities?
4. What does success look like?
5. How will you measure success?





- Coaching should support existing systems
- Great coaches know how to help coachees leverage their business and HR tools and resources
- When coaching done outside of existing systems more likely to fail

## Executive Interviews: Typical Responses

I've never had a coach and don't know what I should be asking?

HR gave me 4 coaches and told me to interview and pick one.

What's your coaching process?

As a female leader, should I pick a male or a female?

I don't know what I should be looking for in a coach?

What do you think I should look for in a coach?

Am I in trouble?

## Somewhat Important

- Ability to measure ROI
- Certification in proven coaching method
- Experience working in similar role as the coachee

## Not important

- Experience as a therapist
- Background in executive search

## Most Important

- **Experience coaching in similar setting**
- **Skills and abilities**
- **Clear methodology**
- **Quality of client list**
- **Relevant knowledge & education**
- **Personality traits**

HBR Survey

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# Evaluating Coaching Effectiveness

Bringing Leaders to the Next Level

<u>Level</u>	<u>Seeking Answers to</u>	<u>Measurement</u>
<b>I – Reactions and planned actions</b>	How would coachee evaluate the coaching experience?	Coachee and coach
<b>II - Learning</b>	What learning took place?	Coachee and coach
<b>III – On-the-job applications</b>	What was applied to the job?	Stakeholders
<b>IV – Business Results</b>	What was business impact?	Employee Engagement Revenues/Profits, Reductions in T/O, cycle times, Productivity, etc.
<b>V - ROI</b>	Monetary value exceed cost of coaching?	Value created/cost of coaching

## Real Quotes from Leaders

### Multi-unit Leader

*I have really worked on my relationship with this particular GM and I think the trust factor allowed him to embrace what I was saying, implement the advice and move the restaurant forward to get better results. Increase in Guest Satisfaction scores 8%. (The development plan and coaching was for her to empower.)*

### Global Controller

*Quarterly and year-end reporting timeliness against final P&L and Balance Sheet/Cash Flow completion dates has improved markedly through the first six months of coaching. In January, only 60% (17 of 28) of reporting deadlines were met whereas in June 96% (27 of 28) were met. Excellent improvement especially at the Corporate consolidation level which is impacted by any upstream delays in meeting reporting deadlines. (CFO)*

## Real Client Case of Change – What was the impact?

<u>Area of Impact</u>	<u>Year 1 - % Satisfied</u>	<u>Year 2 - % Satisfied</u>	<u>Changes</u>
Overall Engagement	58	68.8	18.6%
Living the values	71	83	16.9%
Workplace environment	71	84	18.3%
Development Opportunities	67	84	25.3%



## McKesson Facts and Figures

- Founded in 1833
- \$112B in revenues
- Fortune 15
- 36,000 employees
- Two segments: Distribution Solutions and Technology Solutions

## Phase 1: Coaching Objectives

- Skill sets the employee can enhance near and extended term
- Smooth a few rough edges
- Involve both the employee and his/her manager
- Provide a solid onboarding jump-start for senior leaders

## Phase 2: Linking to Organizational Systems

- Coaching is typically incorporated as part of McKesson's Individual Development Plan (IDP) process
- Employee and manager work collaboratively to establish the annual development game plan/strategy
- Coaching is offered to key employees to assist with their development

## Phase 3: Choosing the Right Coach

- Alignment or “fit” of personality between the employee & potential coach
- Assess coach based on the employee’s preferences and any geographic concerns or logistics
- Select a coach who pushes/inspires action and results
- Look for a coach who has a mindset to “get after it”
- Shy away from “coach therapy” coaches

## Phase 4: Evaluating Coaching Effectiveness

- Whether the employee has demonstrated changed/enhanced thought processes, behaviors, and actions that create a deeper impact/contribution within their role
- Enhances their value (bench strength) for the organization
- Employee/coach establish the measures of success very early on in the relationship (1<sup>st</sup>/2<sup>nd</sup> session)
- Stay focused on the scorecard for success

For additional information and research on **Choosing the Right Executive Coach**, please see the following resources:

**Using Your Executive Coach**, CCL Press, 2001, E. Wayne Hart and Karen Kirkland

**The CCL Handbook of Coaching: A Guide for the Leader Coach**, Jossey-Bass, 2006, Editors: Sharon Ting and Peter Scisco

**Leadership Coaching: When It's Right and When You're Ready**, CCL Press, 2008, Douglas Riddle

**Coaching for Leadership: The Practice of Leadership Coaching from the World's Greatest Coaches**, 2ed, Pfeiffer, 2005, Marshall Goldsmith & Laurence S. Lyons (Editors)

**International Coaching Federation** offers coaching competencies, codes of ethics, credentialing programs, etc.



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*CPS transforms teams, leaders and organizations by increasing operational efficiencies from 60% to 96%, improving employee engagement scores by up to 25%, and building leadership performance effectiveness by 36%. Our practical and customized solutions offer real results for a proven track record of success.*