

## EXECUTIVE COACHING

Executive Coaching builds and sustains leadership and capability through focusing on the leader's needs and desired outcomes necessary to achieve organizational goals. Coaching assesses and identifies a leader's strengths and gaps and is followed by the creation of a customized individual action plan with built in success measures and accountability connecting to on-the-job learning experiences while aligning with organizational strategies.

Executive Coaching takes place one-on-one, although programs can be designed for group or team coaching situations as well. Focus areas often include:



## COACHING EXAMPLES

### DEVELOPING MORE CONFIDENT LEADERSHIP

#### SITUATION:

Lee, a Director of Quality Management, was beginning to disengage at his company due to the challenges he faced meeting key deliverables with large change initiatives. During this time, he began a 9-month one-on-one coaching process as part of a leadership development program.

#### SOLUTION & IMPACT:

His Stewart Leadership executive coach started with leadership assessments and analysis, the co-creation of an action plan, and then followed by support through implementation. A key discovery for Lee was that others viewed his leadership effectiveness greater than he saw himself. This empowered Lee and motivated him to move the change initiatives forward.

He created an action plan focused on setting clear strategic direction for the new quality system that aligned with forecasts of their customers. He executed his plan with strong results that had positive impact across multiple departments of the organization. Lee's peers could observe his positivity and confidence. He stood up taller, was more engaged, and conveyed a greater sense of executive presence in being a leader.

### ACHIEVING HIGHER ENGAGEMENT THROUGH VALUING YOUR PEOPLE

#### SITUATION:

Sharon, an HR Director, expressed concern that her team was not aligned and displayed behaviors that were counterproductive to the team's purpose. Her Stewart Leadership executive coach partnered with her to build a high-performing team with alignment around common goals.

#### SOLUTION & IMPACT:

Coaching helped Sharon recognize that her time was being spent on task execution and not in developing her people. She created an action plan focused on getting to know her team with the goal of building their self-confidence and recognizing them for their value beyond transactional behaviors. Over a 3-month coaching period, Sharon shifted her focus to people results, not just business results. She held one-on-one conversations and focused on listening, asking open-ended questions, and learning about their experiences, strengths, and interests. Sharon's team was experiencing greater levels of trust, increased engagement and team commitment, and improved performance. Within six months, Sharon was promoted to Vice President.