



EXECUTIVE COACHING

ELEVATING YOUR PEOPLE

Center for Human Capital Innovation

44 Canal Center Plaza, Suite G1, Alexandria, VA 22314



What is Executive Coaching?

The International Coaching Federation defines coaching as a “[partnership] with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential”¹. An executive coach, like an athletic coach, helps to get coachees to the next level – but the coachee must be interested, motivated, and dedicated for lasting results. A coach is not a therapist, coworker, or friend, but a coach is a person that coachees can trust to tell them what they need to hear to achieve their career goals. Some coaching benefits include: learning how to communicate more effectively with others, harness one’s strengths, and be more empathic.²

Investing in coaching is one strategy that companies use to improve their high potential employees, such as managers, executives, executives-in-training, and others with leadership aspirations. Indeed, coaching benefits not only the coachee, but also the organization, as organizations can use coaching to help create a succession planning pipeline. Given the high rewards of coaching, both for the organization and individual coachees, selecting the right employees to coach is critical.



A coaching partnership typically lasts between six and 12 months. Coaching engagements usually involve regular one-on-one sessions, which can be conducted in-person, over videoconference platforms, or via telephone, and periodic check-ins via email or telephone between sessions. During the first sessions, the coach and coachee will determine what the coachee hopes to achieve over the course of the coaching engagement. Once the coachee has some reasonable, clearly articulated goals in mind and has developed a plan to achieve them, the real work begins.

¹ <https://coachfederation.org/about/>

² <https://www.forbes.com/sites/erikaandersen/2017/11/20/6-ways-having-an-executive-coach-can-make-you-more-successful/#5b0bd2e763d5>



Who Benefits from Coaching?

Some employees may be resistant to coaching, thinking that only employees who “need help” in some way would benefit from coaching. This is simply not the case. Coaches are typically sought for managers, executives, executives-in-training, and other high-potential employees, not employees in need of performance improvement. In fact, the most common reason coaches say they are hired is to “develop high potentials or facilitate transition” (48%)³; that is, elevating great employees to an even higher level of excellence. Communicating this point to a resistant employee may help lessen their fears of the coaching process.

Without motivation to improve, coaching is unlikely to be successful. In *Harvard Business Review*, Coutu and Kauffman (2009) argue that motivation is a key component of a successful coaching arrangement, as well as having “the right match” between a coach and coachee and buy-in from top management. Being truly invested in the process and open to making positive changes is the best way to benefit from a coaching engagement.⁴ A combination of factors about the coachee her/himself and the organization’s culture and needs can help you decide if coaching is right for an employee or the organization as a whole.

Executive Coaching at CHCI

CHCI’s team of 23 highly qualified and experienced executive coaches work with clients to support the developmental needs of leaders, managers, and supervisors of their organizations. We match coachees with coaches that are best suited for them, based on client and organizational need – whether an employee is a supervisor hoping to one day become a senior leader in the federal government or a CEO looking to get her/his firm to the next level.

About CHCI

CHCI provides business solutions through “best and next” practices in strategic human capital management. CHCI provides measurable, real-world strategies that support your organization to attract and retain high-performing people, build a diverse and inclusive workplace, and leverage individual and team performance throughout the enterprise. For more information, or if you have any questions, please contact Anne Loehr, Executive Vice President: anneloehr@centerforhci.org or (571) 970-4250, Ext. 113.

³ <https://hbr.org/2009/01/what-can-coaches-do-for-you>

⁴ <https://hbr.org/2013/08/get-the-most-out-of-executive>