

WHEN THE GOOD GET BETTER

Organizations facing business challenges can equip their executives to perform better through executive coaching. This creates more successful teams, that in turn deliver enhanced performance for their companies.

The four classic business challenges in the box (right) have two things in common: they are all likely to result in negative and costly business consequences and they all have the potential to be successfully addressed by executive coaching.

Executive coaching is a strategic intervention that improves business results. Using a structured process, highly skilled and business-savvy executive coaches work one-on-one with top executives to understand their current business realities, assess their strengths and weaknesses, identify ways to improve specific business and leadership abilities and deliver better business results. But what really makes it so powerful is that they focus exclusively on skills and behaviors that have a direct impact on the organization's ability to achieve mission-critical objectives.

Far more targeted, individualized and connected to current business needs than traditional training, executive coaching can work better, faster and more cost effectively than any other kind of performance intervention. Many organizations regard executive coaching as the most efficient and effective way to make top performers deliver better results.

Coaching to meet business challenges

Executive coaching is the solution when an organization faces any one of four distinct business challenges. DBM has a coaching capability to address each one.

Individual coaching provides a safety net for executives who are in critical assignments with intense time, budget and performance expectations. It can also enhance the leadership skills and strategic business knowledge of executives in divisions that are behind plan or at risk of failing to meet critical targets.

Finally, individual coaching can address

issues of emotional intelligence and interpersonal behavior that can disrupt working relationships and compromise business outcomes. By pinpointing and addressing obstacles to these executives' effectiveness, organizations are able to retain the experience and expertise of leaders whose relationships with internal and external constituencies are critical to their success.

High-potential coaching enables forward-thinking organizations to prepare their future leaders. By grooming top performers for increased responsibilities and more demanding roles, companies can maintain momentum and focus – even when faced with high-level leadership changes.

Not only do these organizations benefit from having a reserve of talent ready to fill executive positions, they also increase their ability to retain their best and brightest by providing these executives with continuous challenges and enabling them to reach their full potential.

Onboarding coaching helps newly promoted or hired executives to be successful right from the start. Executives who work with an executive coach quickly understand and exercise the precise leadership capabilities needed to address current business challenges and take advantage of any opportunities.

Onboarding coaching is especially helpful in situations where an executive needs to institute change in an unreceptive or entrenched environment. By helping newly promoted or hired executives to make immediate, significant and lasting contributions, the organization achieves its business goals while protecting its recruiting investments.

Team coaching is tailored to each team's unique mission and challenges. It enables team members to establish a common mission and language, agree on how to

Classic business challenges

1. The VP of R&D needs to build a new product in half the time if the company is going to keep up with the competition.
2. A high-performing operations executive needs to step up to a more demanding role due to an unanticipated resignation.
3. An industry outsider has been hired as VP of sales, and the two internal candidates for the job – both star salesmen – have threatened to resign.
4. The marketing team formed after the merger is spending more time fighting turf wars than doing its job.

frame and address problems and decisions, and work through conflict to achieve goals.

Whether a board of directors, a short-term task force, an ongoing cross-functional team, an established team that needs to integrate new members, or a team formed as a result of a merger or acquisition, every team can benefit from executive coaching. Organizations that provide team coaching improve productivity, accelerate progress and keep morale and loyalty high.

Executive coaching is the right solution whenever an organization realizes that strengthening the link between executive performance and organizational effectiveness is the surest way to achieve its goals. ■

Further information

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