

# Executive Coaching

## leaderVerse

As executives progress in their careers, the skills and strategies that once served them may not help them excel in the future. Adaptation is critical. WittKieffer is committed to helping even the most experienced leaders grow and adapt to new realities. We do this by offering top-notch executive coaching.

As part of our evidence-based, data-driven approach to executive development, WittKieffer offers an executive coaching process conducted by a licensed, experienced Ph.D. psychologist from CMA, a market-leading executive assessment and development firm. Importantly, our approach can be customized to the individual, the organization, and the industry in order to make the engagement highly successful.

### Why Coaching Matters

Few executives have a space in which they can learn about themselves, receive honest feedback about their performance and leadership tendencies, and construct plans for meaningful growth. Coaching offers this unique space. The merits of executive coaching, especially when paired with science-based leadership assessment methodologies, are many:

- Enhanced on-the-job productivity and satisfaction
- Greater clarity, focus and sense of purpose
- Better understanding of strengths and areas of need
- Improved engagement with peers and teams
- Lengthened tenures

For the employer, all of these benefits add up to much greater executive success. The organizational benefits range from better leadership to greater productivity to lower executive turnover.

### Phase 1: Assessment and Development Planning

Leadership assessments facilitate data-driven growth. The tools which CMA's licensed, expert coaches rely upon are selected from the very best that psychology has to offer. They dive deep into an executive's behavioral tendencies, cognitive/critical thinking skills and motivational tendencies.

- Watson Glaser Critical Thinking Questionnaire
- California Psychological Inventory
- Motivation Questionnaire
- Leadership Effectiveness Analysis

Assessment results are integrated into a cohesive and holistic recommendation for development planning. CMA's expert coach identifies current strengths and development areas as well as underlying potential, then shares them with the executive. They identify development goals and present them to the board and key stakeholders, setting the stage for coaching sessions to begin.

## Phase 2: Executive Coaching

Coaching sessions make progress on the executive’s development plan possible. A typical coaching framework includes monthly, one-on-one coaching meetings for a year. After each meeting, the executive is given specific action items to be completed prior to the subsequent meeting. These items may include getting targeted feedback from colleagues, practicing suggested behaviors, reading assigned articles or books, or watching short videos. Progress will in part be determined by CMA’s Insight 360, a web-based 360 assessment, after six months and again at coaching’s end. Regular sessions with the board as well as with a WittKieffer consultant round out the experience.

### Phase 3: Completion (Full-Day Onsite; Month 13)

The CMA coach then orchestrates a final day-long session where the executive reviews progress and celebrates successes with the board, stakeholders, and the WittKieffer consultant.

### Spurring Growth and Development

Our Executive Coaching program provides an executive with insight—to learn about their own tendencies, strengths and potential derailers, and to grow as an individual and as a leader. It is an investment that can pay immediate results for the executive and have long-term benefits for the organization.

	Timeline	Coaching Activities
PHASE 1	Month 1	Review assessment data and create development plan; meet with board to finalize plan; identify key stakeholders to whom leader will communicate goals
PHASE 2	Months 2 – Months 12	<p>12 coaching sessions (60 minutes monthly, via Skype)</p> <p>Bi-monthly check-ins with 3 key stakeholders</p> <p>Quarterly check-ins with board</p> <p>Quarterly check-ins with WittKieffer consultant</p> <p>Mid-point and final follow-up – Insight 360</p>
PHASE 3	Month 13	<p>Final coaching session</p> <p>Final check-in with board</p> <p>Final check-in with WittKieffer consultant</p> <p>Onsite visit (full day)</p>

*This document presents one course of Executive Coaching. However, we strongly believe in working with our clients and their executives to customize a specific program to suit their needs.*

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