

new solutions

for a new marketplace

POWER

POTENTIAL

PROFITABILITY!

Mark Hillman, Ph.D.

Executive Coach

It's not trespassing to go beyond your own boundaries.

Executive & Organizational Development

The Professional Building
531 Moe Road
Clifton Park, New York 12065

1.877.865.3003
Phone 518.383.4100
Fax 518.383.4101
email: drmark@drmarkhillman.com
www.drmarkhillman.com

ONE-ON-ONE Executive Coaching

The rapid growth of executive coaching reflects its **bottom-line benefits – increased profits and reduced costs, achieved within a defined timeframe.** To be effective, executive coaching must be both strategic and individualized.

Executive coaching that is strategic, that focuses on **business needs** as well as individual needs, is the key to achieving business results.

Where executive coaching becomes strategic is in the preparation that precedes the actual coaching process. This involves addressing a number of critical questions:

- What are the key business challenges facing your practice today?
In the next two to five years?
- What business goals are you trying to achieve?
- What core values best define a common framework for how business results are achieved in your organization?
- Given these challenges, goals, and values, what leadership skills, knowledge, and abilities have been critical for success in your organization in the past?
- How relevant do you think they are for success in the New Economy?
- Does your organization have proven methods to attract, develop, and retain required talent?

Once the strategic context has been mapped out, the executive coaching process can begin. This is the personal component of the coaching process, where the client's own particular strengths and development needs are benchmarked against the leadership attributes needed to achieve the strategic goals of the business.

Careful Contracting

It takes skill to create a trusting environment in which open dialogue can occur and underlying issues can be brought to light. A great deal of honest communication and feedback will set the parameters of the coaching process.

A contracting meeting for the purpose of defining expectations should take place before the individual coaching begins. The objectives of the “contracting dialogue” should include:

- Identification of success factors
- Agreement on confidentiality boundaries
- Identification of specific expected business results
- Confirmation that the “chemistry” is right to build trust and rapport
- Definition of clear roles and responsibilities
- Clarification of milestones and timelines
- Agreement on financial terms

Addressing these and other questions will help to define the individual expectations and support the business objectives.

Comprehensive Assessment

The second step in the executive coaching process is the assessment of the individual. Through interviews and formal assessment tools, gaps between current and expected performance are identified to measure how the coaching client stacks up against the business context, expected leadership attributes, and expected **business results**.

The assessment is done by face-to-face interviews with key stakeholders. The main advantage of the face-to-face approach is that it enables the coach to probe, and thus provide feedback that is both quantitative and qualitative.

The ultimate value of the assessment process is that the results clearly illustrate areas of strength as well as those requiring attention. This paints a clear picture for the executive in terms of strengths and development opportunities, and thus focuses and informs the process.

The face-to-face interview method has been described as “a 360-degree survey that comes to life – a much deeper and more meaningful picture than a written 360-degree report.”

Feedback and Action Planning

The first order of business in an effective feedback session is to revisit the agreed-upon objectives and to review the ground rules. Sessions should occur outside the normal office environment to ensure a more relaxed experience and free of interruptions.

During the feedback dialogue session, the coach will continue to refer to the business requirements, leader attributes, and expected **business results**, and compare them to current performance. The aim is to work within a framework that directs feedback toward the key objectives of the business.

The action plan must focus on behaviors that contribute to specific **business outcomes**.

Once the action plan is complete, key stakeholders will be invited to endorse it. By sharing the action plan with those who were initially interviewed, the executive can be assured that the planned improvements are consistent with expectations.

The other benefit of closed-loop validation is that it involves those most likely to be influenced by the change in the executive's behavior. As a result, this process fosters their commitment to help the individual develop.

Active Learning

This step is supported by monthly telephone consultations involving the coach and the client. These dialogues help to ensure that the milestones are being met and the action plans are being followed, and that the coaching process continues to be focused on the individual's business needs.

Reviewing and Sustaining Success

Once a quarter, after the initial session, face-to-face consultations will be conducted to determine the impact of the process on the individual's business growth.

Research shows that follow-up is a critical factor in the success of the entire coaching process.

The Ultimate Value of Coaching

The prime objective of an executive coaching program is always to improve **business results**. This is achieved by **increasing profits or cutting costs**. The business of executive coaching is neither simply intuitive nor merely the application of a mechanized process. It must, at all times, be rooted in the business strategies of the individual client, justifying itself by delivering real and **tangible business results**.

TRY SOMETHING DIFFERENT

When we first read the following story, we had just begun teaching a course called "The Million Dollar Forum", a course designed to teach people to accelerate their income up to levels of a million dollars a year or more. Early on we discovered people get locked into a rut of trying harder without trying smarter. Trying harder doesn't always work. Sometimes we need to do something radically different to achieve greater levels of success. We need to break out of our paradigm prisons, our habit patterns and our comfort zones.



I'm sitting in a quiet room at the Milcroft Inn, a peaceful little place hidden back among the pine trees about an hour out of Toronto. It's just past noon, late July, and I'm listening to the desperate sounds of a life-or-death struggle going on a few feet away.

There's a small fly burning out the last of its short life's energies in the futile attempt to fly through the glass of the windowpane. The whining wings tell the poignant story of the fly's strategy: *Try harder*.

But it's not working.

The frenzied effort offers no hope for survival. Ironically, the struggle is part of the trap. It is impossible for the fly to try hard enough to succeed at breaking through the glass. Nevertheless, this little insect has staked its life on reaching its goal through raw effort and determination.

This fly is doomed. It will die there on the windowsill.

Across the room, ten steps away, the door is open. Ten seconds of flying time and this small creature could reach the outside world it seeks. With only a fraction of the effort now being wasted, it could be free of this self-imposed trap. The breakthrough possibility is there. It would be so easy.

Why doesn't the fly try another approach, something dramatically different? How did it get so locked in on the idea that this particular route and determined effort offer the most promise for success? What logic is there in continuing until death to seek a breakthrough with more of the same?

No doubt this approach makes sense to the fly. Regrettably, it's an idea that will kill.

Trying harder isn't necessarily the solution to achieving more. It may not offer any real promise for getting what you want out of life. Sometimes, in fact, it's a big part of the problem.

If you stake your hopes for a breakthrough on trying harder than ever, you may kill your chances for success.

Price Pritchett

ONE-ON-ONE

Executive Coaching

Structured Implementation with Cost Analysis

MONTH 1 – FACE TO FACE

I will fly in the night before and we will have a meet-and-greet dinner with you and any significant stakeholders in your practice.

The following morning we will start the Executive Coaching session at 8:00AM and work till I need to depart for my flight home.

COST ANALYSIS:

\$1,500.00 Consultation Fee, plus transportation, lodging, food and parking.

Prior to our scheduled meeting, we will discuss flight schedules and you will e-mail me an e-ticket.

MONTHS II & III – TELEPHONE CONSULTATIONS

You will have access to up to three hours of telephone consultations by calling me on my 800 number.

COST ANALYSIS:

No cost.

MONTH IV – FACE TO FACE

See Month I

MONTHS V & VI – TELEPHONE CONSULTATIONS

Three hours – no cost.

MONTH VII – FACE TO FACE

See Month I

MONTH VIII & IX – TELEPHONE CONSULTATIONS

Three hours – no cost.

MONTH X – FACE TO FACE

See Month I

MONTHS XI & XII – TELEPHONE CONSULTATIONS

Three hours – no cost.

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“One thing is for certain, sustainable success requires an infusion of new thinking. The dilemma is determining which emerging strategies are viable and finding the time and means to keep yourself current.”

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