



Strategic Communication Lab

Aligning communication with intended results

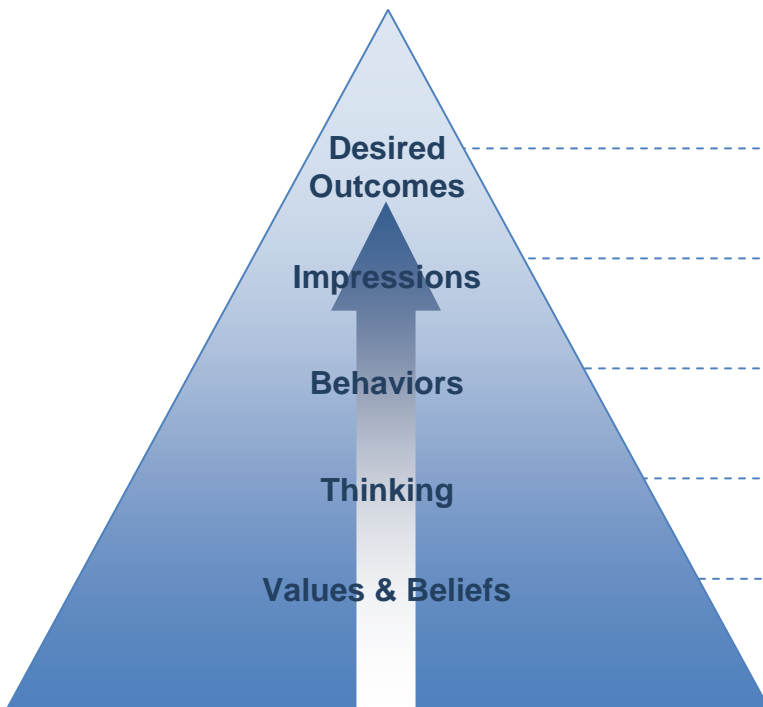
Executive Coaching Overview

Focus

SCL provides private communication coaching for executives and managers whose professional contribution and growth are limited by a skill gap, style conflict, or behavior issue. Typical focus areas include clarity, coherence, relevance, and persuasiveness, as well as ability to read and adapt to others' styles, and ability to effectively lead and motivate others.

PERSPECTIVE

To address these obstacles, we use a simple, successful model that begins by establishing clear performance objectives (“desired outcomes”) and ultimately uncovers the core values, beliefs, and thinking that shape behavior:



Clarifying Questions for Coaching Sponsors

1. *What are the desired qualitative and quantitative outcomes for this individual, and how would those outcomes benefit our business?*
2. *What positive impressions does this individual need to create in order to deliver the desired outcomes? What impressions does he or she currently create?*
3. *What behaviors does this individual need to stop, change, or adopt in order to create more beneficial impressions on others?*
4. *What thinking patterns are likely to drive this individual's current set of behaviors? What change in thinking would produce more effective behaviors?*
5. *What values and beliefs does this individual bring to the organization in terms of how he or she manages and communicates? How do these affect his thinking and behaviors, and in turn, the impressions and outcomes he or she creates?*

This “inverted” perspective (outcomes first) distinguishes SCL's coaching methodology and allows the coaching to be positioned explicitly against a business objective. It also serves as a measurement device for the sponsor, coach, and coachee to use to evaluate progress and results at defined periods in the coaching experience.

METHODOLOGY

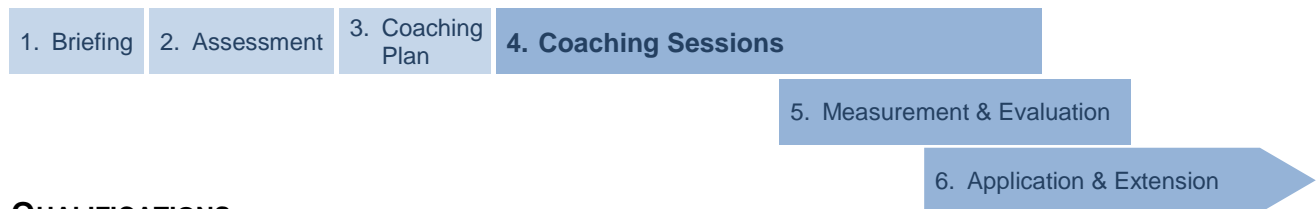
SCL draws on a wide variety of tools to help professionals understand and improve the impressions and outcomes they create in their work lives. Using sophisticated diagnostic tests, 360° feedback, videotaping and analysis, or simple observation and feedback, our first job is to ‘hold a mirror’ that increases the coachee’s awareness of the way others may perceive him or her. We then isolate and develop skills, techniques, and behaviors that can be directly applied to the coachee’s existing or upcoming professional challenges and opportunities.

The coach’s role is carefully designed to provide objective advocacy for the coachee within the business context and agenda of the organization. To achieve this balance, the coach must be able to develop genuine trust and rapport with the coachee, while also appropriately engaging the sponsor’s involvement and support as needed.

In addition to “fit” and skill of the coach, we have found three factors are critical to the success of a coaching initiative:

1. Sponsor engagement in defining the business need and desired outcomes, and then in creating ongoing opportunities for the coachee to apply new skills
2. Coachee receptiveness to the support provided, and to the challenge and risk of performance improvement
3. Coachee commitment to a defined but flexible schedule of coaching meetings

Most coaching projects include some or all of the following steps, each of which can be conducted formally or informally as needed. Steps 3-6 typically overlap as the coaching becomes increasingly tied to on-the-job situations and results.



QUALIFICATIONS

SCL coaches average 10-15 years of professional experience coaching and consulting with managers and executives from all types of organizations, including multinational corporations, mid-size companies, start-ups, government agencies, and non-profits. While our coaches’ styles and backgrounds differ, we ensure that all are trained to deliver a high-impact experience based on:

- Credibility: education, business experience, personal presence, and skill
- Relevance: ability to quickly understand and link to the coachee’s business context
- Practicality: repertoire of useable techniques and information
- Value: quality of feedback and insight

Individual coaches’ bios are available upon request.

“I found it very helpful to have someone outside of my company look at what was going on and help me see where I wasn’t coming across the way I wanted to. I got a lot of very practical tips for how to manage differently within my organization, and I learned how to organize my thoughts in a way that lets my colleagues see the value of my ideas. I think they take me – and my point of view – more seriously now.”

Director Business Development, Branding Agency