

Executive Coaching Program

One-on-One Coaching and 360° Feedback to Help Improve Leadership Effectiveness of Executives and Managers

An underlying assumption is that every person at every organizational level is capable of improving performance. This is in the spirit of “continuous improvement” and “continuous learning.”

Workitect provides help to individual executives through a four-step process:

1. Assessment of current strengths and development needs, utilizing comprehensive feedback instruments, review of performance documents, and interviews.
2. A feedback session with a Workitect consultant, during which the assessment results are shared and discussed.
3. Development of an action plan.
4. Monitoring of results and on-going counseling.

An underlying assumption is that every person at every organizational level is capable of improving performance. This is in the spirit of “continuous improvement” and “continuous learning,” i.e. the learning organization. Therefore, this program is intended for all executives – from those viewed as being highly successful to those viewed as being ineffective and needing improvement.

The Goal

To provide the executive with information that he or she can use to increase his/her personal effectiveness in a leadership role.

Methodology

People usually do not change without having an accurate assessment of the requirements of their job, their strengths and their development needs. The intent of this program is to provide executives with a valuable and enjoyable feedback experience that will motivate them to consider appropriate changes in their attitudes, behavior, career paths and/or lifestyles.

Step One – Assessment

A variety of feedback instruments, each one widely used and validated, may be given to the executive for completion, including:

Leadership Competency Assessment Survey

Provides feedback from subordinates, peers and manager regarding the degree to which competencies shown to be critical to executive success have been demonstrated by the executive.

Basic Demographic Information Form

Provides data on the individual and the organization, plus detailed information about the person’s background, interests and perceived strengths and weaknesses.

Strong Interest Inventory

Gives a picture of how the individual’s interests relate to the world of work, influence his/her attitudes toward the job and play a role in how he/she responds to other people.

Fundamental Interpersonal Relations Orientation – Behavior (FIRO-B)

Focuses on interpersonal issues and how the person’s behavior may help or hinder effectiveness.

Myers-Briggs Type Indicator (MBTI)

Yields four scores indicating a person’s preferences for the following personality dimensions – Extroversion/Introversion, Sensing/Intuition, Thinking/Feeling and Judging/Perceiving. Identifies an executive’s strengths, clarifies management style and highlights areas for development.

Learning-Styles Inventory

Describes the way a person learns and deals with ideas and day-to-day situations, such as solving problems, setting goals and managing others.

Step Two – Feedback and Discussion

The feedback session, requiring three to four hours, accomplishes the following objectives:

- Provides objective explanations of the feedback instruments, the individual's scores and possible implications.
- Helps the executive to determine the accuracy of the results, how they fit together, and possible reasons for any inaccuracies.
- Establishes a non-judgmental climate which will increase the probability that the executive will seriously explore strengths, weaknesses, and areas for possible change and growth.
- Provides feedback that is non-threatening, helpful and rewarding.

Step Three - Action Planning

The feedback results are summarized, indicating "surprises." An action plan is developed to capitalize on the executive's strengths and meet his/her development needs. A variety of approaches to help develop competencies targeted for improvement is examined, including project assignments, on-the-job actions, coaching from others and training.

The executive reviews the action plan with his/her manager to obtain the necessary assistance and support. Differences are discussed and resolved, and commitment to a developmental timetable, with agreed-upon checkpoints, is made.

Step Four – Monitoring and Follow-Up

Primary responsibility for carrying out the action plan rests with the executive. The executive's manager and

the Workitect consultant are available for advice and assistance. In order to measure results, it is recommended that the Leadership Competency Assessment survey be administered again to the executive's subordinates, peers and manager at six-month intervals, commencing six months after completion of the action plan.

Note Regarding Confidentiality:

Much of the data gathered during this program is personal in nature; all data is treated as highly confidential. However, the sponsoring organization, which pays for this program, is entitled to see a return on its investment. Therefore, it is our approach to coach the executive to feel comfortable in sharing information relevant to on-the-job performance with his/her immediate manager. This sharing, and the trust that is required, are key elements to a climate of continuous learning and completion of the developmental action plan. Where appropriate, and with the consent of the executive, it is often advisable to invite an internal third party (usually from human resources) to provide additional on-site support. If the organization requires a summary report of the results of the assessment and development process, the participant in the program will be informed prior to beginning the program.

"The Workitect consultants demonstrated a high degree of integrity and professionalism in their work with us. They were straight with us and did what they said they would do.

The feedback and counseling given to our executives was excellent. It was thorough and helpful, with no negativity."

*V.P., Human Resources & Administration
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