

## Executive Coaching

### 1. Situation

In your company, an executive, a project manager, a high potential or some other person in charge is to, or wants to, raise or improve their impact as a leader. In this context, he may need to focus on the following aspects:

Awareness of responsibilities / beginning of a new and demanding management position;

- Effective communication;
- Wise goal-setting and appropriate delegating;
- Building a team (including high-performance teams);
- Specific leadership issues, management behavior or questions related to the management process;
- Leadership in a cross-cultural context; distance leadership.

### 2. The key to success: executive coaching

Executive coaching is an effective tool to reflect on personal behavior and initiate and implement a desirable development actively and with a perfect fit. Executive coaching is highly capable of bringing about a desirable or necessary change of behavior fast and durably. Furthermore it triggers in the target person a willingness to tackle a necessary change of personal leadership behavior (self-perception vs outside perception).

#### 2.1. Objective

Coaching begins with a joint agreement on goals.

#### 2.2 Methods

Coaching sessions are attended in person, with additional sessions by phone, Skype or email. The process includes matching of goals, interim feedback, a closing meeting with the coachee as well as the client, and evaluation in writing. A variety of coaching methods are applied.

#### 2.3 Duration

As a general rule, 4 to 12 months depending on the situation.

#### 2.4 Professionalism

Rolf Erny and further coaches affiliated to Leadership Choices, the partner organization, are seasoned and qualified experts committed to the principles defined by professional organizations (EMCC: European Mentoring and Coaching Council; ICF: International Coaching Federation; and ASCO: Association of Management Consultants Switzerland). In addition they are engaged in Solidarity Coaching. Refer to the biographies and references for more information on Rolf Erny and the other coaches.

#### 2.5 Fees

Fees are based on the services and objective to be agreed. Generally speaking the cost of an executive-coaching mandate ranges between CHF 10,000 and CHF 30,000, plus expenses and VAT, for some 8 to 20 coaching sessions. This is in agreement with ASCO's recommendations on fees.

### 3. Your added value

Executive coaching creates added value by making sure that

- a qualified leader is enabled to make a difference engaging staff and teams wisely;
- motivated staff and executives sense that they are enabled to contribute personally, and realize they are challenged to take action;
- a positive working atmosphere driven by performance produces more effect than pressure, sanctions, let alone layoffs;
- a genuine high-performance culture is established, marked by professional interaction with the most senior executives or directors as well as a process of self-challenging and seeking of feedback.

Seasoned leaders are role models, which results in commitment to work and the company as well as lower fluctuation.