



**Maximizing
Organizational Success
Through Coaching**



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INTRODUCTION

Welcome to **Maximizing Organizational Success Through Coaching** an eBook that explores the power and impact of executive coaching.

As we celebrate International Coaching Week, we recognize the transformative potential that coaching can bring to individuals and organizations alike. With today's constantly evolving business landscape, organizations must continually adapt and improve to stay competitive. Executive coaching is a proven approach to achieving these goals.

This resource is for anyone looking to leverage the potential of coaching to accelerate their own growth, develop high-potential employees, and build stronger, more effective organizations. We'll explore how coaching can help leaders change their behavior during transformational change, align individual actions, and leadership decision-making with overall organizational strategy, and embed formal learning with employees across an organization.

In the upcoming sections, we'll examine ways coaching can be useful amid organizational change, highlight the key tenets of coaching, review the new role of coaching, and the coaching trends we're seeing.

By reading this eBook, leaders, and organizations will gain a deeper understanding of how executive coaching can benefit their growth and success. They will learn strategies and best practices for leveraging coaching to develop their teams, improve productivity, and achieve their goals. We hope this eBook inspires you to explore the potential of executive coaching and consider how it can help you and your organization achieve your goals.



FOUR WAYS COACHING CAN BE USEFUL AMID ORGANIZATIONAL CHANGE

Coaching has the power to help individuals increase their effectiveness and job satisfaction. Moreover, done strategically, coaching can help businesses build broader organizational capability and ultimately drive higher performance and strategic behavior shifts across large groups of people.

1 During Transformational Change, Such As Mergers Or Acquisitions

When an organization is going through massive transformation, sometimes the biggest barriers can stem from leadership. The leaders may buy into the change, but they don't always know how to change their own behavior to effectively lead the change for the organization.

In a strategic coaching partnership, coaches can work with leaders both on an individual basis and as an executive team to align individual actions and leadership decision-making, and messaging to overall organizational strategy. The coach can assess the team leading the change, identify what is working and what isn't, and work with that team to improve their ability to lead more effectively and better drive change in the organization.

In addition, the coach can assess each individual leader and ensure each leader is operating as effectively as possible, both as a leader of their function and as a member of the executive leadership team. The combination of both team and individual coaching is a powerful accelerator for leadership capability, which, in turn, accelerates the desired transformation.

2 When Embedding Formal Learning With Employees Across An Organization

Courses and training programs are great for delivering information but sometimes fall short of motivating people to make significant changes in the way they operate. It's often helpful to have a coach work with an employee before the training program even starts to discuss personal objectives and set goals for how the learning will be applied. After the training, the coaching should continue as a way to help the individual reflect on their learning and embed the change.



3 During Business Growth And Restructuring

If a leader wants to build out a new business but has a very junior team, that leader could hire externally to source more senior team members, or they could enlist the help of a coaching team to work with the junior team to elevate their performance. For example, the coaches can help build their executive presence, their strategic thinking ability and their profile in the organization, in effect accelerating their executive leadership ability in the organization.

"Impact is my 'go to organization' when it comes to helping me grow my most important asset – our people."

-Impact Coaches Client



When Developing High-Potential Talent

High potential talent groups pose a huge opportunity for organizations to incorporate strategic coaching.

Like senior leadership teams, high-potential employees are an important mechanism to drive change and embed new strategies. They are usually driven and highly motivated to make an impact, and others in the organization tend to take cues from them and view what they do as a path to success.

Strategic coaching can help build broader strategic and business skills amongst these high-potential individuals, and improve their ability to collaborate across different divisions within the organization. This can be done by creating peer coaching groups of a small number of high-potential employees and using a coach to help them coach each other in a group setting. This allows each high-potential employee to get tailored leadership development and also helps to build a network of peers across the organization.

The additional benefits of this approach include increasing the profile of all high-potential employees, improving their understanding of other functions, building bridges between those functions and obtaining alignment to strategy within this group. Using this group to work on strategic initiatives or as an advisory group on strategy can also help drive organizational change and improve their personal motivation and development.

The best way to figure out how to leverage a strategic coaching partnership, for any organization, is to think about some of your biggest opportunities and challenges. Usually, these challenges can be solved by large groups of people working together. Coaching doesn't just help people lead more effectively as individual leaders, but as members of teams as well.

KEY TENETS OF COACHING



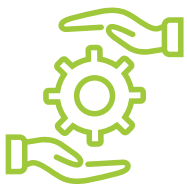
Professionals have long sought excellence through a variety of methods including training, mentorship and coaching. At a training seminar, a senior executive might present a group with a general blueprint for accomplishing goals A, B and C. Mentorship goes one step further, where a senior mentor advises a junior mentee through the mentor's own personal experience. Coaching goes even deeper, by diving into the core of what's holding someone back and devising a personalized roadmap to get them where they want to go.

Coaches work on a wide variety of complex skills like executive leadership and address common goals, such as wanting to have a better presence in meetings, by working with individuals one-on-one to harness their personal strengths and tackle their unique limiting beliefs. Coaching is about understanding what an individual wants to accomplish, why they haven't accomplished it already, what they're doing that works and what they're doing that hasn't worked. It's about understanding the person's underlying psychology and helping them learn and workshop the skills necessary to advance themselves.

THE KEY TENETS OF COACHING:

"Professional coaching can be a great resource for business leaders in **situations of change and uncertainty**. Because leaders themselves are at greater risk of burnout, coaching can increase their bandwidth. A coach can help each employee combat uncertainty by formulating their own plan to optimize work in the **new normal**."

Sandra Oliver, [The New Normal Is Not Normal \(But You Can Still Work Through It\)](#)



Deliberate Practice

"Coaching aims to set clear objectives about what needs to be practiced, based on a thorough analysis of the individual's skill deficits, then assess and reassess the effectiveness of practice, adjusting when and where necessary."

Diving Below The Waterline

"Coaching is all about addressing the root cause of a personal dissatisfaction. It gets at the heart of all those underlying issues, which are the things that are truly holding people back."



Rewriting Personal Narratives

"A large part of coaching is helping someone make sustainable changes by understanding what's holding them back – both culturally and internally – and then helping them deliberately shift toward new beneficial behaviors."

Turning 'Weaknesses' Into Strengths

"The role of a coach is... to challenge that person to think about things differently and shift their perspective about how their natural talents and abilities can help them meet their objectives."



THE NEW ROLE OF COACHING



Coaching has evolved significantly to support the needs of clients. For many businesses, it's become a highly nimble and robust tool that leaders and their teams are using to support everything from leadership development to team culture and engagement. During the pandemic and in its aftermath, coaching's versatility and adaptability in a hybrid work environment has been highly valued and has proved to be a boon to businesses looking to grow and continue to respond to new challenges and opportunities.

Why Leaders Are Turning to Coaching and Assessments for Themselves and Their Teams

In today's complex business environment, coaching and assessments are better tools than training. Coaching is more customizable and easier to adjust to individual differences, allowing for a more personalized and fulsome approach to leadership development. Unlike traditional training, coaching is built into the work, so it doesn't take large numbers of people out of the office for blocks of time, which is especially important in today's hybrid work environment.

The results of coaching and assessments are also more sustainable than traditional training programs. Coaching creates a more lasting impact by focusing on individual strengths and opportunities for growth, which leads to greater engagement, job satisfaction, and retention. Coaching demonstrates an investment and commitment to the individuals receiving the coaching, which is essential for boosting engagement and retention, especially in today's competitive job market.

Leaders are turning to coaching and assessments to support their personal and professional growth, as well as that of their teams. In today's rapidly evolving business landscape, leaders need to be more agile, adaptable, and resilient than ever before. Coaching helps leaders identify and develop the skills and competencies they need to thrive in today's dynamic and complex business environment.

Assessments are also becoming increasingly important in coaching, providing a data-driven approach to identify individual strengths and opportunities for growth. Assessments can help leaders gain a deeper understanding of their personal preferences, working styles, and strengths, allowing them to tailor their approach to different team members and situations.

"Impact Coaches are extremely knowledgeable and professional. I like that they know the key players and understand the culture."

-Impact Coaches Client

THE COACHING TRENDS WE'RE SEEING

Coaching is evolving rapidly, and companies are embracing these changes to address the complex demands of leadership development and team growth. One significant trend is the shift towards long-term team development, rather than sporadic one-off sessions. Organizations are looking for fewer, but more impactful employee and team development initiatives that can deliver sustainable results over time.

- Leadership assessments are becoming more robust, with broader expectations that cover the complex demands of leadership. These assessments are essential in determining the strengths and areas for improvement of leaders, and to develop a customized coaching program to achieve their development goals.
- Group coaching is replacing formal training programs, with more organizations looking for group coaching options to develop people in group settings. With hybrid work environments becoming the norm, coaching is built into the work, making it easier to adjust to individual differences and maintain a high level of engagement.
- Clients are also looking to use coaching in a variety of circumstances, with many asking for retainers and partnering with coaches to develop custom solutions for talent. Organizations are using coaching to help with major transformations across an organization, expanding capabilities as employees contend with new roles or teams, and major structural and strategic changes. Customizing coaching and assessments to help leaders build new skills and have the confidence to take on new approaches is also a growing trend.

- Coaching is becoming more specialized, with a greater demand for coaches with varying and complementing expertise. Team coaches are being paired with CEO coaches and assessment experts to deliver comprehensive programs. Wellness coaches are in high demand, as companies recognize the value of promoting physical and mental well-being in their employees. Coaches with industry specialization are also becoming more popular, as organizations recognize the importance of coaches in developing industry-specific knowledge and skills.



“The feedback I received helped shed light on what my team needs to function at the highest level. It’s really about understanding how I need to interact with them and what will make them successful.”

-Impact Coaches Client



“Many executive teams have transformed over the last two years because the players have changed. Teams have been so focused on keeping organizations running for so long, that there’s now a desire for coming together to be strategic and really move organizations forward. And greater connection will be key. Having more deeply connected teams will help our organizations become more resilient and better able to withstand any business or economic ups and downs.”

-Sandra Oliver, Founder, Impact Coaches

THE IMPACT COACHING PROGRAMS CLIENTS ARE USING MOST

Support for changes in senior leadership: new CEOs stepping into roles, succession planning, and supporting new executive leadership teams through change.

Team Programs: to develop or rebuild connections and collaboration after time apart; align teams to the organization's strategic focus or purpose; and equip teams to face challenges more sustainably.


More robust Assessment Programs: to support CEO / C-suite coaching; select individuals for key roles; assess overall fit within teams and organizations; and support onboarding strategies.

Building In-house Coaching capabilities and Coach in Residence programs to create a culture of coaching within an organization and to develop coaching skills for business development.

Comprehensive larger-scale programs to support more widespread and sustainable shifts in culture and capabilities.

High-Potential Accelerator Programs that include both individual and group coaching.

Individual Programs to support leaders and high performers in achieving their personal and professional goals.



"We take a very client-focused approach to what we do, working with clients to design and scale coaching programs to suit their needs – and evolve as their organizations do."

-Elaine Muzyczka, Chief Operating Officer, Impact Coaches

CONCLUSION

Thank you for reading **Maximizing Organizational Success Through Coaching**. We hope that this ebook has provided you with valuable insights into the power and impact of executive coaching. By exploring the key tenets of coaching, discussing coaching's role in organizational change, and examining new coaching trends, we have provided you with strategies and best practices for leveraging coaching to develop your teams, improve productivity, and achieve your goals.

As we celebrate International Coaching Week, we recognize the transformative potential that coaching can bring to individuals and organizations alike. With today's constantly evolving business landscape, organizations must continually adapt and improve to stay competitive. Executive coaching is a proven approach to achieving these goals.

We hope this ebook has inspired you to explore the potential of executive coaching and consider how it can help you and your organization achieve your goals. Thank you for joining us on this journey, and we wish you all the best in your coaching endeavors.





Looking to take it
to the next level?

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