



Executive coaching, personal issues and change that sticks!

Increase revenue, market share, profits, productivity, quality, client satisfaction, associate satisfaction. Convert systems, develop new products. Consolidate! These are some of the demands on business leaders today that can be the catalyst for establishing an executive coaching alliance. However, according to a Harvard Business Review article on coaching, while the vast majority of executive coaching relationships begin with a business focus, over 75% of coaching clients end up addressing personal issues. Why is that?

The Coaches Training Institute teaches that a person is a whole and integrated system. Each part impacts the other. Additionally, business leaders are not stand alone units living their lives in only one setting. For good or for bad, people in positions of leadership impact and are impacted by others, at work, at home and elsewhere. The results they produce are influenced by how they see and experience the world and all their relationships.

The entry point for coaching is a significant business objective which effective coaching will always address. At the same time, coaching is about coaching the client's whole life creating an opportunity for the whole unit to grow and evolve. Effective coaching will help a client gain insight and understanding about his or her behavior and choices to facilitate awareness and more importantly, change. Through this growth in self awareness, the client can't help but be a more effective person in more spheres of life. A more satisfied leader will impact others to produce higher business results. What are some ways to grow self awareness?

People are complex! Their actions as leaders are deeply rooted in their personalities - in how they feel about themselves and others and how they habitually see and respond to the world. One well regarded personality survey says there are nine basic personality types of human nature. Each type has a unique self image and usually predictable passions, basic fears, basic desires, coping strategies and opportunities for growth. These qualities invariably influence a person in all relationships and spheres of life.

For example, dutiful, rational, reasonable perfectionists can be angry and judgmental and feel a sense of personal obligation to fix everything, everywhere, and be right all the time. Another type, the assertive are image conscious and these admirable achievers can be vain and self promoting driving themselves for status and attention. It is not hard to see how these two personality types, in their low to average behavior, can have negative effects on relationships and ultimately on business results.

Effective executive coaching will always lead to discussions about what is in the heart of each client, and help clients see what is at the root of their behavior. Invariably, at the root is self image, passions, basic fears, basic desires and coping strategies. With greater awareness about these areas, the perfectionist type can be coached to move from critical perfectionism to living for a higher purpose and activate his or her true nature of wisdom and discernment. The achiever type can be coached to move from chasing after success to developing himself, setting an example for others and esteeming and valuing others. These changes in behavior will lead to better relationships and improved business results.

How do these changes stick? According to Georgia State University's Center for Behavioral Sciences, "the human brain can continually learn and change as the result of experience in both social and physical environments." Coaching facilitates this change because it "creates learning, practice and mastery through repetition" according to author Alan Deutschman. Through coaching, Deutschman says the client "begins to think in an entirely new way, revisiting biases and beliefs, re-framing his or her conceptual framework." Author John Maxwell writes that in growth and change "what matters most is what you do day by day over the long haul." Dr. Rebecca Beaton writes that "paying close attention to your self-talk and making positive changes can produce an amazing difference."

If your leaders exhibit any of the following behaviors to a large degree, consider executive coaching. You will have a more satisfied and impactful leader and the higher business results you want!

- Consistently feeling responsible for and trying to fix things.
- Over-extending themselves in trying to help others.
- Competing in every part of life and needing people to recognize how well they have done.
- Living in a dream world of how the ideal life could be.
- Withdrawing into mental preparation mode.
- Looking to others to affirm their choices.
- Trying to have it all or do it all.
- Being overly self reliant and strong.
- Avoiding conflict by trying to figure things out in their own mind.

Let me hear from you about a challenge or vexing problem you may be experiencing. I would enjoy discussing it with you. If you would also like a free Executive Management Assessment with me to discuss how I can help you achieve the greatest success possible, please call me or email me and we'll get clear about the best immediate next steps for the success of you and your team!

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