

# Executive Digest

From the Executive Coaching Centre



## The disconnects in executive coaching

In May this year the global consulting firm BlessingWhite published a large-scale survey on executive coaching with some intriguing results. They found a number of big disconnects:

1. Managers who regularly coach their teams achieve real benefits such as better team productivity yet most managers feel they don't have enough time to spend coaching.
2. Managers are concerned they do not have all the answers when they are coaching yet staff want to be stretched and they don't want advice.

Most managers that I coach are time poor but the more important problem they have is lack of prioritising and scheduling. If this is your challenge, then be sure to 1. set a target of say one-hour of coaching per direct report per month and put a graph on your wall to make the results public 2. never finish a coaching session without scheduling the next session. These two simple actions ensure that coaching progress is top of mind for both you and your staff as well as ensuring you always have a coaching schedule stretching out into the future.

If you are concerned that you do not have all the answers in coaching, then reflect on the philosophy of Steve Hansen and ask yourself if he is a better rugby player than Kieran Read. Clearly not! In a recent NZ Herald interview Hansen said that his role was to help the players get aligned on the same page. "I try to look at the individual first and foremost. What is it that makes this guy tick? Is he a family person? Is he an individual who likes his own company? Once you find that out, you can help them achieve what they want to achieve within the team" said Hansen. The coach's role is not providing all the answers but in challenging staff to stretch and grow. Managers can best do this building strong rapport, using open questions to challenge staff to think for themselves, encouraging them to try new smarter ways of working and providing feedback and support.

There are disconnects in executive coaching but they can be effectively overcome by clearly understanding the role of the coach and by careful prioritisation.

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