

Tim Link



Tim is a graduate of Corporate Coach U and a member of The International Coach Federation. Tim's coaching draws upon 17 years of experience as a successful entrepreneur and corporate sales executive, general manager and vice president. His most fulfilling work as an executive coach is enabling leaders and the people around them to become more collaborative, productive and fulfilled. Tim's services include one on one executive coaching, senior team development, coaching skills workshops, employee engagement measurement and culture audits. Through Link Resource Group affiliate partners, Tim has the unique capability of marshaling a cadre of resources to deliver coaching, training and organizational development programs of virtually any size.

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Key Coaching Principles

1. Synergy causes better results, much more easily. Proper coach/client matching is essential for synergy to occur.
2. When people are fully heard, they move forward immediately. Not being heard slows down personal development and human evolution.
3. Any situation can be optimized, turned around or improved. And if it cannot, get out of it responsibly.
4. Fewer problems occur when one has a strong personal foundation. Rising above the muck of life is step one in coaching.
5. Sometimes the client has the answer, sometimes the coach does. It doesn't really matter where it comes from.
6. One can have a perfect life. It's not a fantasy or pipedream. It really is do-able, and in this lifetime.
7. Humans operate at one percent or less of our potential. Coaching increases this figure.
8. Success is a basic human right. Success has nothing to do with deservingness, privilege or background.
9. When the client properly defines success, coaching becomes easy. And clients know better how to use their coach.
10. Most people don't really know what they truly want. A coach can help clients discover what that is. It's usually simple.
11. What one puts up with costs one dearly. Tolerations waste one's spirit, one's heart, one's mind, and one's pocketbook.
12. We are all Picassos-In-Training. The world is waiting for people to discover, express and share their creativity.

- Thomas Leonard
www.coachville.com

Executive coaching is hot

Driving the trend for executive coaching is the business reality that good people are hard to find and harder to keep. With a constant need to stay competitive, companies are seeing coaching as a way to help valued employees develop swiftly in a rapidly changing business environment.

A growing number of Fortune 500 companies offer executive coaching to their top people. Whether hiring external coaches or training their own leaders in coaching skills, companies are

finding that coaching is essential for creating change and evolving people towards their highest productivity and potential.

Research shows that the quality of the relationship between manager and employee is a major predictor of an employee's intentions to remain in an organization. Coaching helps managers talk with subordinates about their developmental needs. There's a potential big payoff in developing positive relationships through coaching.

What is it?

A brief definition of coaching as formulated by the International Coach Federation:

Professional coaching is an ongoing partnership that helps clients produce fulfilling results in their personal and professional lives. Through the process of coaching, clients deepen their learning, improve their performance, and enhance their quality of life.

The Executive Summit of the ICF further defines executive coaching as:

a facilitative one-to-one mutually designed relationship between a professional coach and a key contributor who has a powerful position in the organization. The focus of the coaching is usually upon organizational performance or development, but may have a personal component as well.

The objectivity that an executive coach brings to a developmental opportunity is helpful to managers seeking to make difficult changes

in attitudes, work habits, perspectives and interpersonal relationships (McCauley & Hughes-James, 1994; Young & Dixon, 1996.) There seems to be little question that coaching is a valid method of producing desired change with leaders. Companies that have employed coaches will agree that, overall, there are performance improvements, as well as improved well-being among participants.

About 6 out of 10 organizations currently offer coaching or other developmental counseling to their managers and executives according to a survey by Manchester, Inc., a Jacksonville, Florida, career management consulting firm. Another 20% of companies said they plan to offer such coaching within the next year.

Why do they do it?

The top reasons for offering coaching include:

1. Sharpening the leadership skills of high-potential individuals (86%).
2. Correcting management behavior problems such as poor communication skills, failure to develop subordinates, or indecisiveness (72%).
3. Ensuring the success, or decreasing the failure rate, of newly promoted managers (64%).
4. Correcting employee relations problems such as poor interpersonal skills, disorganization, demeaning or arrogant behavior (59%).
5. Providing the required management and leadership skills to technically oriented employees (58%).

In today's rapidly changing business environment, winning organizations need a new kind of management culture, one that is based on creating new knowledge. This requires constant learning. A crucial catalyst in this new management culture is the transformational coach. His or her job is to provide direction while leaving plenty of room for people to pursue their passions, personal interests and projects.



Xerox's Paul Allaire says, "The key to the new productivity is people - helping them do what they can do, what they want to do, what they inherently know is the right thing to do."

Mind shift

A study of 130 executives found that how well people handled their own emotions determined how much people around them preferred to deal with them (Clarke, 1997).

It is becoming obvious that coaching is not only about behavioral changes leading to improved performance on the job. The masterful coaching experience goes deeper than behavior changes into real and lasting changes through mind shift. Many call this transformational or masterful coaching.

Coaching is effective when it leads to behavioral change, particularly when it affects the bottom line. However, for change to be lasting and meaningful, the coach must reach for deeper levels of commitment and explore core issues with the client.

Primary causes of derailment in executives involve deficits in emotional competence:

1. Difficulty handling change.
2. Not being able to work well in a team.
3. Poor interpersonal relations.



David Whyte puts it eloquently: "It is incumbent on each of us, to start telling our story in such a way that you can grant magnificence back to your work and back to what you do. If you can't grant magnificence to your work, you grant magnificence to yourself and have the courage to step out of it into something that is really commensurate to your gifts and is a place where you can really feel like you come alive again at the frontier of your own destiny" (1999).

Expanding capacity

In its simplest terms, masterful coaching involves expanding people's capacity to take effective action. It involves challenging underlying beliefs and assumptions that are responsible for one's actions and behaviors. At its deepest level, masterful coaching examines not only what one does, and why one does what one does, but also who one is. What are the principles upon which one forms identity?

Many coaches begin the coaching process with assessments. Some coaching involves extensive feedback from 360 degree surveys in which the person being coached receives input from peers, subordinates and superiors.

Initially there may be extensive work examining and formulating one's personal values, interests and creating a personal mission statement. This is similar to a business strategy and mission statement for the organization. There may be coaching around aligning the personal purpose and objectives with those of the organization.

The astute coach will help the person examine gaps or openings between what they believe they do and what they actually do. This is fertile ground for personal growth and development, but is also the area where people can become defensive and resistant. It takes a talented coach to help someone out of these stuck areas, or blind spots - where they may not see with clarity. This is where the effective coach uses finely-tuned listening and observing skills. Some talented coaches have spoken of the magic of asking the right question at just the right time.

Increasingly coaching seeks to enhance the performance of high-potential executives (Judge & Cowll, 1997). The goals of executive coaching are shifting and broadening as more and more executives seek out coaching for a variety of different reasons.

Outcomes of executive coaching:

1. Better management by enhancing an executive's ability to navigate sensitive political issues.
2. Strengthening strategic decision making.
3. Opening a window into organizational and self explorations (Hall, Otazo & Hollenbeck, 1999; Pilette & Wingard, 1997).
4. Retention of top performing staff, some of whom were considering leaving the organization, resulting in reduced turnover, increased revenue, and improved customer satisfaction.
5. The creation of a positive work environment, focusing on strategic account development and achieving higher sales volume.
6. Improved customer revenues and customer satisfaction due to fully staffed and fully functioning territories.

Welcome

Welcome to the first issue of **Coaching Link**, a publication of Link Resource Group, that will provide you with valuable information on matters of importance to organizational leaders. Look to each issue of the ongoing publication to cover different topics addressing the various aspects of personal, professional and organizational development. This issue introduces the concept of executive coaching itself, and we hope it will serve you well as a basis for future issues.

While we believe that you will enjoy receiving and reading **Coaching Link**, please feel free to let us know if you do not wish to continue to receive it. Should that be the case, we can be contacted via email at tim@linkresourcegroup.net.

Please feel free to direct any and all comments or questions to Tim Link at tim@linkresourcegroup.net or 316-634-2328.