Executive Coaching

Executive coaching is a powerful, proven process for helping executives, entrepreneurs and professionals develop their next level of leadership, on the job and in real time.

Our coaching is founded on three core principles.

- **Leaders are in the business of solving problems that others can't.** With each level of responsibility you take on, the problems become less about solutions and more about tradeoffs, less about logic and more about relationships, less about finding the right answer and more about finding a better approach.
- **Leadership is something you develop, not something you do.** With each level of responsibility you take on, there's another level of leadership competence you need to invest in developing.
- **Over time, this becomes increasingly difficult to do.** With each level of responsibility you take on, there are more expectations that you should already know what to do, and fewer people you can talk to about the areas where this isn't true.

The more responsibility you have, the more important it is for you to develop your leadership, but the harder it is to carve out the time and energy to do so. This is the core challenge of leadership.

At the organizational level, the symptoms of this challenge include inconsistent financial results, high turnover, low engagement and poor morale. At the personal level, the symptoms include high stress, health issues, relationship conflict, burnout, and divorce.

These problems are not just "the costs of leadership." They're a sign that you've fallen behind in your leadership development, and that your level of responsibility has gotten greater than your capacity for managing it.

When leaders get to this place, it often feels like they are stuck between two bad choices. Either they have to keep pushing harder and hope that something changes or else they have to take a step back to a lower position they feel more comfortable handling. Neither choice works.

Executive coaching provides a third choice. It provides the support you need to develop your skills to the point where you're out of overwhelm and you get to feel like you're back "in the zone" again. And it does so in a highly efficient structure that you can use to create immediate results, rather than needing to wade through generalized training programs to try and find what's going to work for you.

How It Works

One of the benefits of executive coaching is that each relationship is unique. We craft each engagement according to your specific goals and needs. At the same time, there's a proven process for how we do so, which has created remarkably consistent results over time.

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The process starts with a 3-4 week intake process. During this time, the coach works with you to assess where you're at, where you want to be, and what's in the way. This process often includes some or all of the following:

- **Interviews with Key Stakeholders.** While the coaching relationship is strictly confidential, it can be important for your coach to get buy-in and feedback from key stakeholders.
- **Setting External and Internal Goals.** These goals typically include business results you want to create as well as specific leadership traits or competencies you want to develop.
- **Vision and Values Assessment.** This is a powerful tool for clarifying your most important values and assessing your current approach to time and stress management. It also can be used to improve your level of alignment and connection with your spouse or partner.
- **Authentic Leadership Rating Scales.** These provide a personalized, proven process for measuring where you're at with the leadership traits you are seeking to improve, and then tracking your progress as you grow.
- **360 Degree Feedback.** Particularly in larger organizations, 360 degree feedback can be a time efficient process for improving self-awareness and receiving feedback from key stakeholders.

By the end of this process, you will have defined a set of specific goals and metrics, which address both the internal and external results you want to create over the next 6-12 months.

Then each week, you bring your most difficult problems and urgent priorities to the table. Because the sessions are strictly confidential, you are free to bring up a wide range of topics or concerns. Your coach helps you take a step back, find the real roots of each issue, and come up with more efficient, more effective ways of addressing these problems.

The coaching sessions focus both on immediate challenges and overall goals. In doing so, you receive new ideas to try on and new skills to practice. Between sessions, you then apply these tools to your current challenges, creating both immediate results and a radically increased level of competence over time. You meet with your coach 3-4 times a month, either by phone or video conference, for between 60-90 minutes. Leaders often describe these calls as the most valuable experience of their week.

Working Smarter Instead Of Harder

"How much time does all this take? My schedule's already packed. I don't know how I could possibly fit in another meeting each week."

For many leaders, the idea of adding even one more thing to your plate can feel exhausting. *"I know I need coaching, and I'd love to commit to getting some, but I just don't have the time."* We get it. The thing is, coaching isn't something you do. It's something that multiplies what you can do. It's something that increases your productivity, so you can work smarter instead of harder.

What if you were able to get 20% more done in a day? What if you were able to get 20% more out of your team each day? What if your strategy was 20% more effective? What if you avoided 20% more mistakes?

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While we haven't discovered how to create more hours in a day, we have discovered how to make your hours more effective. However, there is a catch. You have to commit. Executive coaching doesn't work if it's something you try to fit into your life. Done right, it's the container you fit the rest of your life into.

Finding The Right Fit

A high level coaching relationship isn't something you buy. It's something you create, based on finding a mutually compatible fit. Before we take on any client, we slow down, listen deeply, and provide our recommendations on what would serve you best.

Most clients have between three and five in depth conversations with their coach, before both parties commit to work together. During this time, the coach looks at a range of questions, including:

- **Connection.** What level of trust and rapport is there between you?
- **Goals.** What is the value you want to create? What goals are you willing to put at stake?
- **Metrics.** How would we measure the results you want to create?
- **Assessment.** What would be the most important areas for you to develop?
- **Fit.** Who would be the best person to support you?
- **Fears.** What fears or frustrations are you experiencing?
- **Coachability.** How open and ready are you to being coached?
- **Commitment.** What would it take for you to commit to a high level coaching relationship?

At Core Coaching, we've cataloged a list of the *green flags*, *yellow flags* and *red flags* that signal how effective a particular coaching relationship would be. Green flags are positive signs. Yellow flags are concerns that need to be discussed before continuing. Red flags are real dangers, which have to be resolved before a formal coaching relationship can start.

Our goal is to provide exceptional value to each and every client we work with. Our commitment is to find what's best for you.

Coaching Resources

Core Coaching is one of the leaders in the field of Authentic Leadership and has developed an extensive library of trainings, tools, skills and systems. Among other topics, these resources provide simple, proven tools for addressing the core competencies of leadership:

- Managing Time and Reducing Stress
- Creating Positive Accountability
- Negotiating With Power
- Creating Alignment and Resolving Conflict
- Creating Positive Motivation
- Leading Change and Cultivating Leaders

Executive coaching includes access to this library of resources, as well as tuition to any executive leadership retreats Core Coaching offers during the time you are receiving coaching.

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Commitment Creates Value

Most people overestimate how much change they can create in a day and underestimate how much change they can create in a year. In line with this, we ask our clients to commit to a year of coaching at a time, and clients typically stay with their coach for between one and three years. This allows the client both to receive early breakthroughs and develop lasting skills.

Clients typically invest between 1-3 hours a week, between the calls themselves and then applying what you've learned. We know that your time is precious, and your coach's commitment is to do everything they can to help you make the most of it. Your coach thinks about you. Finds the best tools for you. If you have a question they can't answer, they find someone who can. They're in your life, supporting you and helping you celebrate each win along the way.

Because of this, executive coaching is not priced on an hourly basis. While some firms set the annual retainer as a fixed percentage (i.e. 20-30%) of the leader's yearly compensation, Core Coaching uses a sliding scale based on the level of responsibility the leader holds and the level of goals you are seeking to create. We want the specific number to be large enough that you feel you are "all in" with your commitment, while also being such that we each have a high level of confidence you will receive exceptional value from your investment.

Level	Team Members	Level of Responsibility	Investment
Master Executive Coach	Brian Whetten, Ph.D. Cheryl Esposito, MSW	Owner: $20M-5B/year C-Suite: $50M-50B/year Managing Partner	$250,000-$1M/year
Senior Executive Coach	Nicole Whetten, M.A. Ella McQuinn, MBA Tomas Nani Katherine Friedman, LPC	Owner: $5-50M/year C-Suite: $10-200M/year Executive: $50M+/year Partner	$75,000-150,000/year
Executive Coach	Carmela Garone Paul Dugliss, M.D. Brian Evans, MBA, M.A. Jonny Roman, M.A.	Owner: $500K-5M/year Executive: $5M+/year Manager: 5-100 people Director	$50,000-75,000/year

If this resonates with you, and you're interested in exploring whether a high level executive coaching relationship would be a fit for you, please email consultation@corecoaching.org to request a confidential, complimentary consultation with one of the members of our team.

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