



What is Coaching and What Do Clients Gain from the Investment?





What is Coaching?

Leadership coaching is a highly collaborative, individualized relationship between a leader and a coach. In the partnership, both parties collaborate to reach an agreed-upon result with the objective of fostering sustained behavior change and transforming the quality of the leader's effectiveness.

Coaches work with leaders to enable their rapid development. Unlike training, coaching focuses specifically on the issues that a leader wants to work through. Thus, it becomes a more practical and efficient way to improve skills and to achieve personal and professional objectives. Coaching focuses on shifting a leader's mindset in a way that can translate into daily activities.

The coach's role is to create a safe and confidential environment in which the coachee can reflect on his/her behavior, contemplate the steps that are necessary to achieve an objective, and to practice new skills. In turn, the coachee's role is to identify an area they want to develop or explore during the engagement, be willing and open to receiving feedback, and to hold him/herself accountable for behavior change.

The length of the coaching engagement varies and is usually determined by the area the coach wants to develop or explore. In short-term engagements, the coachee may have a specific opportunity he/she wants to tackle and he/she simply needs a trusted thought partner to help shape a path forward. Longer-term coaching engagements are needed when the coachee hasn't fully defined the opportunity or when the opportunity is complex.

How a Coaching Engagement Works

When a leader decides to enter into a coaching engagement, Loeb Leadership will submit several coach bios to the coachee for review. The bios are selected from Loeb Leadership's coaching team and represent the coaches we feel would be the best fit. The coachee reviews the bios and selects one or two coaches to interview via phone. The purpose of the interview is to give both the coach and the coachee an opportunity to meet, learn about individual styles and determine whether the partnership would work. Upon completion of the interviews, the coachee selects a coach.

Once a coach is selected, Loeb Leadership formally connects the coach with the coachee, and then the coach and coachee work together to define the logistics (kick-off meeting, meeting frequency, etc.). Loeb Leadership provides the sponsor (a client's HR leader who oversees the engagement) with a progress report to ensure the engagement moves along as expected.



How the Coachee Benefits from Coaching

There are myriad benefits to receiving coaching, and those benefits vary from client to client. However, below is a list of the most common benefits our clients report observing/experiencing:

- Completion of an ambitious objective as set out in the coaching engagement
- Increased competence in the explored development area
- Increased self-awareness
- Increased confidence
- Increased resiliency
- A higher tolerance for uncertainty, stress and difficult personalities

How the Client Benefits from Coaching?

Research conducted in 2016 found that an under-prepared leader can cost an organization as much as \$125,000 each year because of low productivity, low morale, missed opportunities and turnover.

After coaching, the organization gains a leader with a clear leadership philosophy who can confidently lead his/her team to perform in a highly functional way. Highly functional teams have increased levels of trust, engage in productive conflict, are committed to their work and each other, hold themselves and others accountable, and focus on the overall results of the firm rather than individual agendas.

Coachee's managers notice reduced turnover, higher morale and increased efficiency and productivity.