

The Heffelfinger Company

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Coaching Model



Individual Level Executive Coaching

Our one-on-one coaching maximizes the benefits to executives and high-potential leaders in large and mid-size organizations and professional Service firms.

The goal is to provide individualized and tailored Leadership development for executives and High-potential leaders to help them improve their business results and achieve career or personal aspirations.

We provide a structured yet flexible approach that is **guaranteed to get results.**

Our results have included:

- Greater business results and productivity
- Better working relationships with peers, staff, upper management
- Greater clarity and focus both professionally and personally
- Measurable changes in EQ
- Reduced turnover of staff or a more engaged staff
- Greater work-life balance and reduced stress for the client
- Promotion and/or increased compensation for the client

Coaching Process

The executive coaching process will consist of the following:

1. **Intake and Assessment.** Consultant will:
 - a. Administer 1 or 2 survey instruments (such as DiSC and an EQ survey instrument).
 - b. Review any other instruments, administered within the last 3 years for the client.
 - c. Review recent development and/or performance material given to client if appropriate.
 - d. Interview Manager of client subordinates of client, and other identified key stakeholders who are important to the client effectively performing his role.
2. **Development Plan/Success Criteria.** Feedback to client for development plan/ success criteria. Consultant will provide feedback to client from assessments taken in Step One. Client and consultant will collaboratively establish a development plan with measurable success criteria to be executed during the life of the contract. It will be important for the client to “own” the development plan by taking charge of its implementation and communication of progress to his manager. Consultant will encourage Client to review development plan with Manager of Client.
3. **Coaching sessions.** To execute on the development plan will consist of weekly or bi-weekly sessions (1-2 hours) either face-to-face or by phone. Consultant may also attend client meetings to observe client in action and provide feedback. **Your engagement is 6 months (or 12 sessions) with possible extension.**
4. **Verbal feedback on client progress** will be provided to Client’s manager/Coaching Lead. Client will be encouraged to take ownership of feedback to his manager. Consultant may “check-in” periodically with manager to get manager’s observations. Feedback provided by Consultant will be of a generalized nature – not the specifics discussed with client, as these will be kept confidential between client and consultant.
5. **Client and Consultant will assess progress** against goals, monthly and at the end of the contract. A final assessment using the EQ instrument may be made to provide client with further information on his progress.
6. **Closure/Next Steps.** Client and Consultant will collaboratively develop a plan for client to take going forward after coaching.
7. **Coaching Sessions cancelled** in less than 48 hours will be charged against client’s contract.
8. Coach will **check in** with the client in 3 months to see how things are going.

Our Commitment to You

- We work with YOUR values, motivations, and goals as the basis for the coaching.
- Our clients are ultimately more empowered and powerful as a result of our coaching because they “get to be who they truly are at their very best”.
- We believe that our clients are healthy, functioning individuals and we don’t need to “fix” them or change their personalities.
- We believe that the answers usually lie within the client and it’s our job to bring them into their awareness.
- We are about helping our clients become more self-aware in order to make choices about where to focus.
- Our style is to probe, push, prod, and support – We are not directive, but we can be persistent at times, in order to be a “stand for you” – what you’ve said you want. By pushing, we may get to another layer of what you really want/don’t want and/or new awareness about what is working/not working for you given your goals.
- It is important that whatever we do together you’re interested and committed to it.
- It’s important to us that we build a trusting – open relationship in order to do good work together. We want you to feel comfortable telling us what is/is not working for you in the coaching relationship.