Executive Coaching

People don't see themselves the way others see them; this is why everyone has "blind spots" about their behavior. This is particularly true of senior managers, who typically receive less feedback than other employees. And yet, they need feedback more than anyone – their performance has the greatest impact on the organization.

Executives attend training programs far less frequently than other employees. They often feel that the phase of their career that involved formal learning is behind them. They feel they already know the basics better than anyone. Their success proves this point. After many years, many executives become set in their ways.

Rather than attend a class, a lot of executives find that a private, personalized interaction with an expert is more productive. But any time spent with a coach will be limited – it has to be focused on the high-need areas. 360 feedback provides this focus, plus the credibility and motivation for the executive to take it seriously.

HOW TO SET UP 20/20 INSIGHT GOLD

The executive development application is one of the most common "individual feedback" set-ups. In this case, the subject is a senior manager, and the respondents are people who are familiar with the executive's work.

Subject. The executive who will receive feedback is selected as the subject.

Respondent relationship types. Typical relationships include board member, direct report and executive team member.

Surveys. The Survey Library has three surveys that contain items appropriate for executive leadership:
- Executive Leadership – strategic leadership skills
- Team Leadership – planning, decision making and coaching skills
- Personal Leadership – self-leadership and communication skills

All three areas include mutually exclusive behaviors that are appropriate to executive leadership. However, there are too many to include in a single feedback project – literally hundreds of key behaviors in dozens of leadership categories. It will be necessary to validate which are the desired and essential areas for the project at hand.

Open-ended Questions. Including some comment-only questions can give executives important additional information about how people perceive their leadership.
- What is this person's most effective leadership attribute?
- What is the most significant change this person can make to improve his or her leadership?
- What else would you like to communicate to this person?

Scales. The "Satisfaction" scale is most commonly used, since it gives executives a clear picture of how satisfied others are with their leadership. Other appropriate scales include Frequency, Expected Frequency and Importance.