

A National Benchmarking Report

EXECUTIVE COACHING:

Emerging Trends and Best Practices in Corporate America

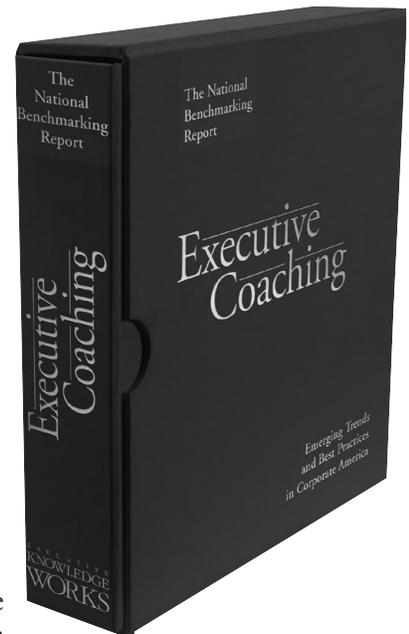
Produced by EXECUTIVE KNOWLEDGEWORKS

Sponsored by leading Fortune 500 corporations, this just-completed study is the most comprehensive and in-depth analysis of Executive Coaching ever undertaken. The issue-focused Report speaks directly to the challenge facing every company today: How to best attract, retain *and grow* your key executives. Detailed profiles of current coaching programs of major corporations and engrossing interviews with senior executives provide rare insight into *what's working, what's not --- and why.*

Report Objectives

Whether your organization is currently evaluating the need for executive coaching or has a well-established program in place, this Report lays out in detail the executive coaching strategies and practices of your peers throughout corporate America. All aspects of executive coaching are critically examined from multiple perspectives.

Every page is written to help you determine the extent to which specific policies and practices in executive coaching could be valuable to your corporation and, if so, how you can maximize your return on that investment. Examinations of coaching strategies and programs in a wide range of industries -- represented by corporations such as [TRW](#), [Bank of America](#), [General Motors](#), [Union Pacific](#), [McNeil Consumer Healthcare](#), [JP Morgan Chase](#), and [William Sonoma](#) -- enable you to focus on a range of strategies and tactics that can increase the effectiveness of your coaching program --- and your senior staff.



Report Sponsors

Sponsoring corporations were critical to this study --- helping shape it from the outset --- targeting specific topics they needed addressed in detail. Our findings help them, and you, refine strategies and improve coaching results.

Sponsoring corporations for *EXECUTIVE COACHING* include [Pfizer](#), [Nationwide](#), [Discover Financial](#) and [Johnson & Johnson](#).

Size and Scope

Senior executives at over 2,000 corporations were contacted for this Report, as well as over 700 experienced executive coaches. Almost 300 interviews were conducted with many of America's most prominent senior executives ([Texas Instruments](#), [Mutual Insurance](#), [Petro Canada](#), [Leo Burnett](#), [Kimberly Clark](#), [Nordstrom](#), [Mack Trucks](#), etc.). You learn from their successes and (sometimes costly) failures how to maximize your current coaching program.

Publisher

Founded in 1986 by the team of managers responsible for Motorola's worldwide executive education programs, EXECUTIVE KNOWLEDGEWORKS (EKW) works with corporations as demanding and diverse as Abbott Laboratories, CIGNA, Citibank, Pfizer, Inc., Xerox and Southern Bell, helping them plan and implement strategies for organizational and executive development, corporate education and action learning programs. EKW regularly conducts in-depth, executive development research in the form of their *National Benchmarking Reports*, of which *EXECUTIVE COACHING* is the 8th of the series. EKW does not provide coaching services. You are assured of an objective viewpoint.

Key Issues

Based on requests from the sponsoring corporations, some key issues were targeted for investigation, including: *Expenditures*—how much is being spent on executive coaching overall and

per hour. *Measurement*—are companies measuring the impact of executive coaching? And, if so, how? *Industry Standards and Criteria*—what is the current state of the executive coaching industry? Where is the industry going? What are the implications for corporate users?

Sample Findings

One intriguing finding of this study was that some corporations are discovering their executives are ill equipped to handle coaching duties, not only as result of their lack of coaching skills, but their *lack of “managerial courage” to give direct feedback to their executive reports*. Some respondents were strongly convinced that this lack of managerial courage, coupled with problems resulting from executive isolation, has resulted in the increasing abundance of executive coaching specialists.

Our researchers were also surprised by the finding that a unusually large percentage of corporations are *not interested* in measuring the *results* of their coaching programs. Those executives, typically results and bottom line focused, have a number of sound reasons for *not* requiring ROI analysis when the issue is the continuing development of their direct reports.



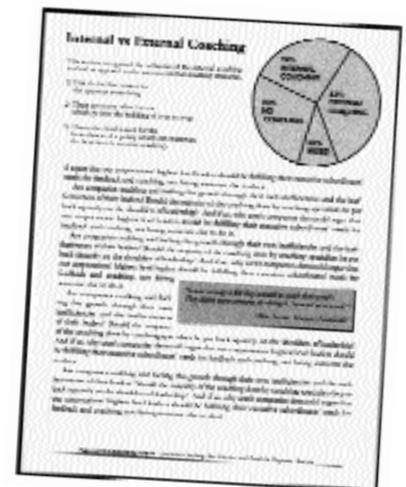
Report Format

EXECUTIVE COACHING has been formatted for the eye-weary executive, enabling you to quickly and precisely extract the information and the answers you need. Engrossing guest essays and company profiles provide you with sound advice (and often controversial opinions) in an easy to digest format. At-a-glance charts and graphs back up findings with hard numbers.

Detailed Company Profiles

In-depth profiles of executive coaching programs show you how other companies have made executive coaching work for them. This valuable feature enables you to benefit from their experience, their (costly) experimentation and their ultimate discoveries of what works best *and why*.

- How **Aetna** utilizes executive coaching to support attraction and retention of key executives.
- Why **Nationwide** finds an advantage in partnering with *multiple* executive coaches.
- How **JP Morgan Chase** leverages executive coaching to build a corporate *coaching culture*.
- Why **Seattle Public Utilities'** unique method of “shopping” for a coach is proving more effective, ...plus numerous other company profiles.



Corporate Panelists

The *Corporate Panelists* chosen for **EXECUTIVE COACHING** were selected for their practical knowledge of, and extensive experience with, executive coaching. Their valuable insider’s viewpoint provides you with definitive first-person accounts of coaching at work. You peer into their executive coaching programs and learn the logic and the decision-making behind their tactics and strategies. Their experience enables you to avoid costly missteps in your own programs. **Corporate Panelists include: Jim Shanley, Bank of America, Chick Deegan, Henry Ford Health Systems, Joe Bonito, Pfizer, Bill McComb, McNeil Consumer Healthcare, Cindy Frick, Roadway Express, Inc., Eric Elder, Bristol-Myers Squibb, Ray Flauntt, JP Morgan Chase, Inaki Bastarrika, Johnson & Johnson,** as well as other prominent executives.

Summary of Contents

Section One: Introducing Executive Coaching. What is it? How do corporations implement coaching (centralized vs decentralized, usage, duration, frequency, satisfaction). What makes it successful *and when it can fail*. Across all industries, what are executive coaching's three key drivers?

Section Two: Using Executive Coaching to Support Corporate Strategy. Five key ways corporations have supported their company's strategy with coaching. Corporate profiles: Laurel Ennis, [Aetna](#), *Using executive coaching to support attraction and retention*. John Sands, [Wawa](#), *Using executive coaching to support succession planning*. Shirley Ross, [Williams-Sonoma](#), *Using executive coaching as a tool for supporting organization growth*. William McComb, President, [McNeil Consumer Healthcare](#), *Executive coaching as support for organizational change*.

Section Three: Executive Isolation. Six Common Reasons for Executive Isolation. How you can spot this phenomenon and how to use coaching to address it. Introducing TEC (The Executive Committee) and its' role in addressing executive isolation. Guest Essay: Michael Thiel, [TRW Space and Electronics](#), *Using Coaching to Reduce Executive Isolation*.

Section Four: Lack of Managerial Courage. Do your leaders know how to coach? How coaching can solidify the coaching-leader's ability to lead. Why leaders may *not* make successful coaches. Guest essay: Jim Shanley, [Bank of America](#), *Managerial Courage*. Corporate Profile: [Shaw Industries, Inc.](#), *A Case for Leaders as Coaches*.

Section Five: Internal vs External Coaching. Getting the best value out of both internal and external coaches. When and why it is best to use internal (or external) coaches. Why some companies say the balance is changing. Guest essay: Steve Hardesty, [Texas Instruments](#), *Creating a corporate coaching culture*. Corporate Profile: [JP Morgan Chase](#), Ray Flautt, *Leveraging executive coaching to build a coaching culture*.

Section Six: Confidentiality – When Freedom of Information May Not Be in Everyone's Best Interest. Who owns the data? Executive vs corporate ownership. Increasing executive trust in the process. The 3 major confidentiality-related areas. The important and subtle differences between confidentiality *policy* and *practice*. Guest essay: Joe Bonito, [Pfizer](#), *The subtleties of confidentiality*.

Section Seven: Virtual vs Live Coaching: Can it Provide the Same Results? Six reasons you should consider virtual coaching. Why some executives prefer it. What's to lose with virtual coaching. The cost factor. Guest interview: Executive coach Shirley Poertner in a workshop with the 4 corporate sponsors of this Report, looks into *Using Executive coaching Internationally*. Corporate profile: [Union Pacific](#), *A Transition toward Virtual Coaching*.

Section Eight: Measurement. "When we go outside and pay big bucks – we need to know how the executives are progressing." Lynn Flavenski. [Equifax](#). What do most organizations consider *successful* coaching? Practical tips on how to measure that success. Why, surprisingly, many companies *don't care* to measure the success of their executive coaching program.

Section Nine: The Industry – Standards and Criteria. Current state of the coaching industry. Screening, selecting and hiring external coaches (comments from Report sponsors). 14 qualities to look for in a coach. The risks of using the "wrong" coach. Corporate profile: [Seattle Public Utilities](#), *Shopping for a coach*.



**Contents
cont.**

Section Ten: Partnerships: Exclusivity vs Multiple External Coaching Sources. Keeping coaching partnerships balanced. Incorporating checks and balances to give coaches boundaries. Learning from coaching, then bringing coaching skills in-house. Corporate profiles: McNeil Consumer Healthcare, William McComb, President, *Providing executive coaching in exclusive partnerships with corporations.* Nationwide, Mark Whitmore, *Partnering with multiple executive coaches.* JP Morgan Chase, Ray Flautt, *Taking the benefits of executive coaching to the whole corporation.*

**Coaching
Sources**

Also announcing the **NATIONAL DIRECTORY OF EXECUTIVE COACHES** — the most extensive and current executive coaching resource available. This new directory has listings of nearly 1000 U.S. and Canadian executive coaches. An interactive electronic version of this directory (included at no additional cost) allows you to sort by region, specialty and fee to save you time searching for experienced coaches who are best suited to your company's needs. Whatever your current level of involvement with coaching, this directory will be an invaluable resource.

**Report
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Availability**

The completed Report and National Directory are available for immediate delivery.

<i>EXECUTIVE COACHING: Emerging Trends and Best Practices in Corporate America</i>	<i>Price</i>	<i>Special Offer*</i>
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