

# Executive and High-Potential Leadership Coaching

## *Executive and Leadership Coaching Program Helps Agency Expand Its Leadership Pipeline*

### The Challenge

As part of its leadership development and succession planning efforts, a legislative agency was seeking to develop a coaching program to expand its pipeline of leaders. The coaching program would need to prepare individuals for Senior Executive Service positions within the Executive Candidate Assessment and Development Program (ECADP). The challenge would be providing a coaching program for a smart, talented cadre of high-potential leaders within the constraints of their demanding schedules.

### The Process

Management Concepts created a coaching program designed with the agency's and individuals' needs in mind. The process included uncovering needs, developing a workable coach-coachee session schedule that would maximize time spent together, and developing reporting and feedback processes to keep management informed and provide the opportunity for continuous process improvement.

### The Solution

The coaching program kicked off with an orientation for each ECADP candidate that introduced and explained the executive coaching process, provided the opportunity to meet the executive coaches, and began the coach-coachee matching process.

Once the coach and candidate were matched, the coach would conduct an initial meeting with the candidate to determine individual developmental goals aligned with organizational needs and to identify the measures of progress toward the goals. ECADP candidates would meet with their coaches on a regular basis for a total of 15 hours throughout the program. During these meetings, candidates worked with their coaches to leverage information from 360-degree feedback assessments and other assessment tools to understand how to improve performance in key leadership areas. At the conclusion of coaching engagements, candidates met with their coaches and managers to review progress and create plans for sustaining behavioral change over time.

Throughout the program, Management Concepts would provide regular management reports with summaries of coaching activities, participants' utilization of coaching hours, program risks or challenges, and future requirements for success. The Management Concepts program management team also initiated regular meetings with agency program management to identify ways to enhance the program.

### The Results

This program ran successfully for close to 10 years at the agency. Management Concepts continually provided the highest quality coaches and program management, receiving only positive feedback regarding both coaching and program management support. Even as transitions in program managers occurred through the years of the program, qualitative feedback indicated that contract and performance expectations were met or exceeded at every step of the way.

## KEY FACTS

### CLIENT

A legislative agency

### PROGRAM GOALS

- Expand leadership pipeline
- Prepare people for Senior Executive Service positions
- Accommodate candidates' challenging schedules

### KEY OUTCOMES

- 100+ people coached
- 35+ coaches utilized
- Program delivered for 10 years

**CALL TODAY** to learn how Management Concepts can help you achieve your performance improvement objectives.

**888.545.8579**