



Executive Coaching for Your Checked Out ‘A-Team’

Imagine a diver climbing the steps onto a high dive. The diver, your executive leader, is ready to springboard off of the platform to make a seemingly effortless trajectory and splashless entry. Instead, as the diver leaves the platform, what follows is a belly flop. Why? Your A-team executive suffers from burn-out and exhaustion or has moved onto the next opportunity, leaving a talent breach.

Statistics indicate that more than 70% of employees and senior leaders will change jobs in the next 24 months¹. In his article in the *Los Angeles Times*, Richard Lopez reported that a recent Gallup Poll shows "7 out of 10 workers have checked out" and "are actively disengaged." Gallup also estimates this disengagement costs the United States as much as \$550 billion in economic activity annually.

The choice is simple: lost time, lost opportunity, lost clients, loss of consistency or positive development to stave off such losses. Your real leaders—the “A” players on your team—want to grow and advance in their careers. Executive coaching will bring both a short-term and a long-term return in your organization. Investing in your leaders’ development and performance offers value both to the individual and to the organization.

Executive coaching as a retention strategy for senior executives, their direct reports, and employees with high potential in the organization has shown a 700% ROI. Studies designed to pinpoint measurable results delivered from executive management services are met with a certain amount of skepticism. However, despite the subjective variables in any survey, one undeniable component in every study offers unwavering consistency—the bottom-line results. Studies by trusted publications such as *Fortune Magazine*, *Chemistry Business Magazine*, as well as companies such as Linkage and International Coach Federation all have concluded that executive coaching delivers a return on investment between 500% and 600%. Some show an ROI as high as 700% for certain positions within an organization.

The tremendous ROI and retention rate attributed to executive coaching is hard to deny when you consider the following factors:

- Enhanced customer service
- Increased talent development within the organization
- Improved workplace performance in both individuals and teams
- Upswing in revenue-generating activities
- Work-life balance and attitude factor

Moreover, coaching creates an environmental halo effect. Coaching as a retention strategy is felt in the culture. Often management sees an increase in employee engagement, trust, and effectiveness across the entire organization. Sound leadership

with engaged employees fosters a culture that attracts the best people for future leadership.

Gallup published statistics showing that an employee who is fully engaged in his/her work is 29% more productive. Gallup and other research companies repeatedly have documented that employees do not leave an organization; instead they leave their supervisor or manager.

Moving executives from “B” level performers to “A” level leaders provides talent increases by the development of the bench players you already have. The assumption is that executives have appropriate technical competency. However, technical competencies alone rarely are adequate for leadership success and longevity. Too often executives erringly seek to improve by increasing their velocity by working longer, harder, and faster. An executive coach shows the executive to add something new and different to their tool kit rather than just “swing harder” with the tools they have.

Executive coaching helps identify leadership behaviors that are outside the norm of even “A” performers. With a clear idea of gaps and derailers, the coach and the executive begin to craft the plan for development. And with executive coaching, success and the culture of success grows.

ⁱ Career Builder