

# THE RISE OF COACHING IN EXECUTIVE DEVELOPMENT

*Group CEO, Mr Kimble Winter takes a closer look at the increasing deployment of Executive Development and Coaching to increase executive capability and drive organisational performance.*



**Increasingly Australian Supply Chain and Logistics industry senior executives are realising that they cannot satisfy the development needs of the managers reporting to them through formal qualifications / degrees / training courses or their own management mentoring alone.**

The 2013/14 Supply Chain & Logistics Employment Market Survey Report revealed that more than 63% of the respondents (in excess of 5000 Logistics professionals from 80 countries) had never been offered Coaching as part of their career development but that 85% (of that 63%) advised that it would be something that would be of interest to them.

Executive coaching involves an executive, a coach, and the organization as the key stakeholders in the process. This differentiates executive coaching from other interventions such as career counselling and life coaching. While both career counselling and life coaching can lend concepts and practice techniques that an executive coach might use, they focus solely on the individual client and his needs and goals. Executive coaching, focuses on the needs and goals of both the executive and the sponsoring organization.

The highly regarded US (Boston) based think tank – The Executive Coaching Forum, defines Executive Coaching as an “experiential and individualised leader development process that builds a leader’s capability to achieve short- and long-term organisational goals. It is conducted through one-on-one and/or group interactions, driven by data from multiple perspectives, and based on mutual trust and respect. The organization, an executive, and the executive coach work in partnership to achieve maximum impact”

## NEWS & EVENTS

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### Upcoming Events

#### Home Delivery World Europe 2015

Europe’s premier B2C delivery event is returning for its 2nd year. With 4 halls in the Business Design Centre in London, offering a larger exhibition hall and 4 streams of premium content, Home Delivery World Europe is fast becoming the go-to event for retailers and B2C delivery experts. Bringing together Europe’s retail industry to learn, network and do business for buyers, sellers and their partners that drive innovation in retail and B2C delivery. Register: [www.terrapinn.com/hd-register-now](http://www.terrapinn.com/hd-register-now)

#### Middle East Cargo & Logistics Conference & Exhibition - Dubai

The 2nd edition of the Middle East Cargo & Logistics event will be held on April 1st & 2nd at Gulf Convention Centre (Gulf Hotel), Bahrain. MECL 2015 is a comprehensive logistics event for the Middle East, bringing the international cargo & logistics industry to Kingdom of Bahrain. [www.cargomiddleeast.com](http://www.cargomiddleeast.com)

### Global News

#### Logistics Executive Group’s COO named as one of Asia Top 50 Supply Chain Executives

Group COO, Darryl Judd has been named as one the “Top 50 influential individuals in Asia’ Supply Chain, Manufacturing & Logistics industry” in the prestigious SCM Thought Leader publication by SCM World, recognising him as expert in the linkage of business strategy and supply chain best practices to human capital management.

#### Logistics Executive Group to partner with GLCS-LogiSYM

Logistics Executive Group has announced a partnership with GLCS-LogoSYM, one of Malaysia’s leading Supply Chain events to be held 7-8 October in KL and will work with the organisers in program design, case studies and provide the regions research for the event.

Executive Coaching is commonplace in leadership development and as a transition tool worldwide. It is seen as a viable lever in the development of high potentials and in the retention of top talent, most organizations that use coaching report that they'll likely increase its use in the coming years.

Most organisations realise they need to be doing more to promote a culture of continuous development – whether it's soft skills training, technical development, long-term leadership programmes or coaching. This not only improves employee engagement, it also enables people to be truly innovative in their roles, to challenge themselves, to grow personally and as part of a team as well as supporting the identification of strategies to deal with change and the pressured environment we work in.

A 2013 Stanford Business School report into executive coaching found that "lonely at the top" resonates for most CEOs with nearly two thirds of CEOs and almost half of senior executives are not receiving coaching or leadership advice. Interestingly, 100% of the CEOs questioned said they actively enjoy the process of receiving coaching. The report also found that Boards are also eager for CEOs to improve talent development. Being coached as an individual helps to initiate a coaching culture and it's essential we equip our leaders with the tools to coach their own teams effectively.

A Senior Management Team is often constructed of executives who are technically experienced, but may require help to develop their skills to be effective as leaders. Coaching focuses on assisting individuals align themselves with company strategy and vision as well as looking at their own personal development aspirations. Often coaches work with the executive on a plan that identifies how they can maximise their performance, increase productivity and have a positive impact on achieving the objectives set out in the strategy. Professional coaches use specific, well recognised techniques over a period of time with the executive implementing the plan.

Introducing coaching at the top of an organisation can help to engender a culture of coaching to benefit the wider organization. An increasingly number of enterprises are taking the view that coaching skills training should be made available to anyone that manages or supervises people. More senior leaders are

taking the position that a leader who coaches, develops a self-asserting and pro-active team will gain benefit for the organisation by reducing their requirement to 'manage' day to day issues they should not be involved in. Extensive global research shows that the average return on professional coaching is \$6 to \$7 for each dollar invested.

A common theme of Supply chain and logistics companies utilising qualified external coaching expertise is to lift the 'level of work' of their senior executive team, developing the skills to effectively deployment / disperse decision making to the next layer down in the organisation thereby freeing the senior team members to think and act more strategically, working on the business versus in the business.

Coaching requires very specific skills that need to be honed over time. These include: staying neutral to another person's position; high quality listening, questioning and communication skills; and being professionally agile to respond to changing requirements. More executives are realising what coaching can deliver and how powerful the impact can be, how empowering people to think about things differently, helping them look at things through a different lens, opening doors and developing choices can have immediate impact on the enterprise.

**Overarching Principles for Executive Coaching\***

Overarching principles are the values or aspirational goals that guide the coaching process. These principles provide a compass that the coach, the executive, and other members of the executive's organization will use to set, maintain, and correct their course of action.

**1. Systems Perspective**

Executive coaching is one of many approaches or types of interventions that can be used to promote organisational and leadership development. The goal of developing a single leader must always be pursued within the larger objective of organisational success. Since executive coaching should be conducted as one of the components of an overall plan for organisational development, executive and coach must both be aware of the larger objectives.

**2. Results Orientation**

Executive coaching is planned and executed with a focus

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on specific, desired results. The executive, the coach, and the organization begin by deciding the ultimate goals of the coaching. Then they agree on specific results for each goal. Key members of the coaching partnership sign off on a written coaching plan that specifies expected deadlines for accomplishing each goal.

**3. Business Focus**

Executive coaching is primarily concerned with the development of the executive in the context of organisational needs. The coaching objective is to maximise the executive’s effectiveness and his contribution to the organization. The coach develops an understanding of the broader business context in which the executive operates, with particular emphasis on key business initiatives directly relevant to the executive. The executive and coach then agree upon specific results that best reflect the organisation’s business objectives. Successful executive coaching links a business focus with human processes by closely aligning the executive’s development with critical business needs.

**4. Partnership**

Although executive coaching focuses primarily on individual work with an executive, it is ultimately a positive organisational intervention. The executive and their coach are obviously

at the centre of the process, but other stakeholders are also involved.

**5. Competence**

Executive coaching requires the use of highly skilled and experienced professional coaches. These coaches maintain high standards of competence and exercise careful judgment in determining how best to serve their clients’ needs, choosing the most appropriate methods from their range of expertise.

**6. Integrity**

Upon beginning executive coaching, the executive is placing significant trust in the coach and the organization. The executive is allowing themselves to be vulnerable and open. To ensure that the executive remains receptive to feedback, new ideas, and learning, the organization, coach, and other stakeholders must establish and maintain a psychologically safe and respectful environment.

**7. Judgment**

Executive coaching is a balance of science, art, and expert improvisation. No matter how many guidelines are developed and followed, successful coaching requires that you continually step back, evaluate the situation, weigh the options, and apply good judgment for well-balanced decisions.

*\*The Executive Coaching Forum – The Executive Handbook (2012 Fifth Edition).*

**Logistics Executive**

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The founder of the company, Kimble Winter is Global CEO of Logistics Executive Group, a qualified IECF (Institute of Executive Coaching & Leadership) coach, a Sydney Headquartered internationally recognized organisation with offices throughout APAC that operates under the ICF (International Coaching Federation) operating principles, regulations and ICF Code of Ethics. Kimble leads our global executive coaching practice which operates from our offices in Dubai, London, Mumbai, Chennai, Delhi, Singapore, Hong Kong, Shanghai, Sydney and Melbourne

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