



The surest way to nurture the
potential leadership of your organization.

CALIPER | Executive Coaching

Caliper offers a customized, focused learning process that builds the participant's ability to achieve personal and professional goals by closing the gap between potential and performance within the context of a trusted, professional relationship.

Benefits of Coaching

For the participant:

- Connects the participant with his or her potential, motivation, and unique talents
- Clarifies goals within the context of each participant's unique agenda
- Builds awareness of the impact that a person's behavior has on others
- Identifies choices one can make on how to respond to challenges
- Focuses on positive change and action

For the organization:

- Prepares future leaders so they are ready when your company needs them most
- Enhances your capacity to deal with rapidly changing environments
- Develops executives who feel more confident and competent making tough decisions
- Improves employee morale and creativity through gaining new perspectives
- Motivates employees, thus enhancing productivity and performance that contributes to bottom-line improvements

Caliper's Executive Coaching is a powerful process that supports change and goal attainment by helping participants understand their individual management styles, how well their approach is working for them, and how they can work more effectively within the company's culture.

Executive Coaching may be right for you if you find yourself asking these questions:

- Have efforts to change myself, my team, or my company been disappointing?
- How can we develop new ways to attack old problems, instead of simply repeating the same mistakes?
- How well do our senior executives meet the challenge of leading and developing others in the organization?
- How are we building the capabilities of individuals who have been identified as future organizational leaders?
- How well are our current executives dealing with the rapidly evolving work environment?

There are many reasons that an organization or individual might choose to work with an Executive Coach. Contributing factors are as wide ranging as wanting to develop an employee to take on new job responsibilities, enhance your succession management efforts, improve the quality of important relationships, support organizational change, or address performance shortfalls.

While each participant's strengths, opportunities for development, and situational factors will differ, Executive Coaching can aid in developing competencies in several areas, including:

- Teamwork and collaboration
- Strategic thinking
- Taking initiative
- Increased self-confidence
- Team leadership
- Personal organization and time management
- Relationship building



How It Works

The Executive Coaching process begins by assessing the current situation, envisioning the preferred future state, and planning actions to support the desired change. The foundation of a coaching relationship is forming a partnership of equals who engage in a series of confidential conversations in which a participant will practice new skills, receive feedback, reflect on results, make adjustments, and move forward.

Results of the **Caliper Profile** are often included in the Executive Coaching process. By gathering information about the participant's motivations, personality strengths, and developmental opportunities, an objective perspective can be obtained. This knowledge accelerates the Executive Coach's ability to build trust and rapport with the client and the participant's potential to develop self-awareness.

Caliper's Three Sixty *Plus* may also be administered as part of the assessment phase to help the participant understand how his or her behavior at work is perceived by managers, peers, and direct reports. By considering feedback from these two assessments together, participants will gain new insights into how their personality traits and motivations drive behavior and create perceptions.

We find that once the participant better understands the motives driving his or her behavior, feedback becomes easier to accept, coaching effectiveness improves dramatically, and measureable performance improvement results.

Benefit to the Organization

While Caliper's Executive Coaching focuses on the participant, there is also a strong return on investment to the organization – a much stronger return than traditional classroom-style training. Executive Coaching uses current work issues as its foundation, and this gives participants the opportunity to apply the techniques they have learned to address real-life challenges. They can then discuss the outcome with their Executive Coach, so growth is fast and effective. Each participant will develop a clearer perspective on the company's objectives and an understanding of the factors that drive the attainment of these goals.

When coaching occurs in the workplace, it saves the company time and avoids the inconvenience and costs that result from employees receiving off-site training.

Ultimately, Executive Coaching will lead to:

- More motivated and productive employees contributing to the bottom line
- Executives who feel confident and can make tough decisions
- Improved capacity to deal with rapidly changing environments

Executive Coaching helps key employees within your organization build new skills and competencies, so that they are ready to lead when their leadership is needed most.



Measuring Progress

Since the purpose of Executive Coaching is to facilitate behavioral change, the best way to assess the effectiveness of coaching is the results of a Personal Development Plan. This plan will contain specific behavioral changes as goals, as well as dates by which these new approaches should be implemented and working.

Additionally, re-administering the Caliper Three Sixty *Plus* approximately 6 months after the initial session has been completed lets the participant know that his or her hard work is paying off, while also identifying areas of growth and opportunities for continued development.

Succeeding, now more than ever, is about identifying, developing, and retaining top performers. And Executive Coaching is the most effective way to nurture the potential leadership of your organization. When all is said and done, that alone is your competitive advantage.

“We have been working with Caliper in a coaching capacity, and the feedback that our employees have gotten from Caliper has proven to be an eye-opening experience.”

Karen Mitchell, former HR Manager
Behringer Harvard

***For more information on Caliper Executive Coaching,
please call us at 609.524.1200 or visit www.calipercorp.com.***