



HOW I SEE IT.

Executive Coaching As a Competitive Tool in Uncertain Economic Times

Finding, keeping, and getting the most out of managers and executives is always a struggle - today, it's critical. Whether you want to improve performance right away or you're grooming staff for future responsibilities, growth, and succession, coaching can get you there faster.

Enter executive coaching. This is a field that incorporates elements of mentoring, personal development, confidential conversation, one-on-one counsel and skills focus - and some say, "Perhaps a little therapy and voodoo." But whatever it includes, it's working.

According to a new study by the American Management Association (AMA), coaching has become increasingly popular.

The study, "*Coaching: A Global Study of Successful Practices*," surveyed more than 1,000 business leaders around the world and found nearly 60 percent of North American companies use coaching for high potentials frequently or a great deal, and about 42 percent use coaching of executives to the same extent. These percentages were higher in the international sample.

"We're all expecting more out of individual performers," said Edward Reilly, president and CEO of AMA. The AMA study also found while internal coaches were less of an investment, 59 percent of leaders preferred external coaches as more effective.

"External coaches can bring greater objectivity, fresher perspectives, higher levels of confidentiality and experience in many different organizations, industries and business environments," they wrote.

"Generally speaking, our team believes that coaching will continue to expand and mature as an important leadership development practice," said the authors. "We expect that coaching will become one of the keys to developing and retaining scarce talent in the future, and we think companies that learn to leverage it well will have a significant competitive advantage in the global marketplace."

Over the years, many of my coaching clients have benefited in a number of areas including:

- Assessment of the potential in a current management team member
- Improving performance through individual skills development
- Identifying and leveraging individual strengths and hidden talents
- Assistance in preparing strategies and ideas for presentation to bosses,
- Individual counsel on troubling issues
- Development of issues of interest
- Improvement of morale, excitement, and commitment to firm
- Assistance in new or pending job function transition
- Identifying weaknesses that can and cannot be overcome
- Reinforcing company messages and focus
- Creating individual plans for goals achievement

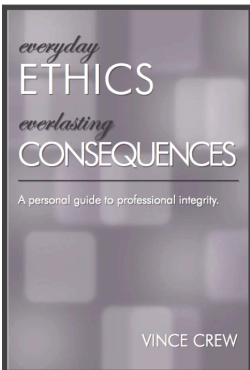
In these uncertain economic times, organizations will find executive coaching a very profitable investment to strengthen performance and combat competition. How's your bench? Are you deep with talent when it comes to succession in your leadership slots?

For more information about executive coaching download our brochure: <http://www.reachdevelopment.com/media/brochures/Coaching-Brochure.pdf>

At least that's how I see it.

Vince Crew
• Speaker • Author
• Adviser

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A TIP OR TWO

The 4 Mandatory Levels of Successful Talent Development Initiatives:

The success of company training efforts is based on a combination of: task oriented/business oriented and just-in-time/ongoing efforts. In other words, the best employees, regardless of their titles and functions, know how to do their jobs and how their job fits into the success of the firm. The best training happens when it's needed and continues, in order to prevent a totally reactionary strategy in developing talent. Here are the critical levels to incorporate in your development efforts:

- 1) Technical: These encompass the hard skills that enable people to accomplish their specific job tasks.
2) Operations: This is an area that entails understanding the policies, procedures, processes, and definitions of how the day-to-day business runs and profits.
3) Industry: This constitutes a working knowledge of the regulations, trends, research, developments, and other attributes of the industry in which you compete.
4) Professional: Often called 'soft skills,' these concentrate on the people, critical thinking, and values instruction that are fundamental to the firm's reputation and sustainable distinction for attracting and retaining employees, customers, and investors.

THOUGHTS FROM HERE AND THERE

- To change and to improve are two different things. German Proverb
If you don't learn anything today, you'll one day closer to insignificance tomorrow. Vince Crew
The beautiful thing about learning is that no one can take it away from you. B.B King
The most important job for a leader who wants to win in the 21st century is to create more leaders, at more levels of the company, than the competition. Noel Tichy
Education can cure ignorance; training can cure inability; nothing can cure stupid. Vince Crew
Most leaders spend time trying to get others to think highly of them, when instead they should try to get their people to think more highly of themselves. It's wonderful when the people believe in their leader. It's more wonderful when the leader believes in their people! Booker T. Washington
If you will not believe, surely you shall not be established. Isaiah 7:9
Look at the birds of the air; they do not sow or reap or store away in barns, yet your heavenly Father feeds them. Are you not much more valuable than they? Matthew 6:26
Respect those who labor among you and are over you... be at peace among yourselves... admonish the idle, encourage the fainthearted, help the weak, be patient with them all. Do not put out the Spirit's fire, do not despise prophesying, but test everything; hold fast what is good, abstain from every form of evil. 1 Thessalonians 5: 12-16, 19-23

VINNIE'S COMMERCIAL

There's a section on our website that captures up-to-date press releases of engagements, media events, and commentary on current events impacting leadership, growth, workplace and ethics issues. It is updated weekly. Visit the following link and scroll down to PRESS RELEASES to see what we've been up to and what we've been saying:

http://www.reachdevelopment.com/about/press/index.php

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