SUSTAINING SUCCESS

DELIVERING, ENHANCING, AND SUSTAINING SUCCESS

Our clients have told us that periodic check-ins with their executive coach would have provided them even more accountability and value. What leaders say: “Occasional contact with my coach after the coaching helped me build on gains made during coaching.”

Ask yourself, if you are C-suite or another senior executive, “Are you getting honest, direct, and ongoing feedback from the people around you?” Sad to say, but you probably aren’t. Culturally, in most organizations, this just does not happen.

To fill that common gap, a significant number of our clients have told us that occasional contact with their coach after the formal executive coaching engagement ended would have greatly helped them consolidate their gains from coaching and help them continue to improve as leaders. These comments were made in 2011 research that we (Executive Coaching Network, Inc.) did on the long-term impact of coaching. Accordingly, we instituted “Sustaining Success” for previously coached leaders to maintain focus on improving their leadership skills via check-in points. Supporting comments were made in our 2015 impact research.

EXCN’s Sustaining Success is a maintenance and continued improvement program. The importance of having a maintenance program is demonstrated in another sphere – the famous and successful Weight Watchers’ maintenance program. They have repeatedly been named “best” by US News & World Report.

In another arena, Atul Gawande, professor of surgery at Harvard Medical School in a 2011 interview with NPR said: “A bunch of [studies] have shown that when...teachers go through workshops [and] learn some new skills about teaching..., less than 20 percent [use] those skills six months later. But if you have a coach follow them into the classroom, even just once a month, and watch them try that out, they get to over a 75 percent likelihood that they'll use those skills.”

In fact, in many professional domains, ongoing coaching is a given—the benefits are obvious. Think about athletes, singers, authors (who have editors), and mental health professionals (who have supervisors). And, in some cases, as Dr. Gawande points out, education professionals have coaches.

How about business executives? There are certainly mentors in business—usually a senior executive working with a junior executive internally. However, who “mentors” the senior executives—the CEO, for example? Well, some hire a coach for a defined six-month period, then what??? Hence our creation of Sustaining Success!

Why would a senior exec want to continue coaching once the formal coaching engagement is completed? Ongoing coaching on a periodic basis is a journey of growth.
JOURNEY OF GROWTH

To maximize the effectiveness of the coaching process, EXCN provides continuous sustainment for its clients. As issues arise, the leader has can easily reach out to the EXCN coach, a trusted sounding board. Engaging in "accountability" touch points via EXCN’s Sustaining Success not only serves as further skill-building opportunities but also as reminders that executive development must always be a top priority, a lifetime journey of reflection and growth, not a one-time solution.

Sustaining Success is a leader’s resource to ensure long-term impact of new behaviors and learned skills.

OBJECTIVES OF EXCN’S SUSTAINING SUCCESS

What can an executive expect from Sustaining Success?

Our goal—as always—in working with executives is to keep to a minimum the complexity of how to achieve leadership excellence and organizational success, and focus strongly on the vital few areas that consistently ensure high performance.

Contact us to learn more about Sustaining Success:

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FIGURE 1: SUSTAINING SUCCESS HAS 3 MAIN OUTCOMES.

FIGURE 2: AGILITY AND CONTINUITY