

New Tool for HR Impact

## Business Result Coaching

### Executive Personal Coaching Focused on Business Results

#### The Idea

HR executives are always looking for ways to contribute to organization success.

Results-focused executive coaching is a management development approach that enables HR to make a double contribution: It develops the most critical ability of senior executives while they are simultaneously achieving better results.

#### The Role of Coaching

Supporting executives in development of their skills has become a primary role of the HR function. Here executive coaching has gained wide acceptance as a tool. The notion that a senior executive's mental disposition and work behavior can play a big role in his or her job success is so logical, that many companies have established such a service for their CEO and other senior executives. As these executives develop insight into their interpersonal relationships, their personal habits, and their modes of dealing with others, they become increasingly effective.

#### Business Result Coaching

With a direct focus on business results, now HLP Organizational Consultants has taken executive coaching a step ahead. Most senior executives have learned about managing performance through trial and error, watching others or in classroom training. And even when they have reached very high level positions, they may be missing some of the skills needed to manage for high performance.

Our Business Result Coaching addresses these skills directly. Just as a golf pro focuses on golf performance, so our coaches focus directly on business results.

Outcome is substantial added value of the business, based on results realized, and on future sustained improvements in addition to the enhanced capabilities of the executive and his team.

### **How it works: Unique Learning Strategy**

**We help the executive to focus on improving performance of her or his organization:**

- Identify the specific areas where his or her organization most needs improvement,
- To develop his or her approach to significantly strengthen focus, speed and outcomes,
- To test new ways of mobilizing colleagues in experimenting with improvement,
- To personally assess what changes are needed and plan next steps of achieving,
- To expand on her or his signature leadership, based on principles and key interactions.

**The process aims at creating fast iterations of success with the organization,** thus building capacity of the organization and of the executive her or himself.

**The coaching process blends information, reflection and advice.** The coaches supply information on organizational dynamics, decision process and top-team interaction, strategy design, and leadership, assisting the executive to build her individual approach. This keeps the executive up to date with current teaching and helps to build her own frame of reference. The interaction consists of explorative reflection and thought provokers from the coaches, from which the executive will derive his personal insights. A key element of methodology includes explicit suggestions, which the coaches submit at scheduled intervals. This helps the executive to decide on consistent action, and to strengthen focus on impact. Together, the coach and the executive will keep track of results.

**The collaboration pattern between executive and coach is flexible.** It will be a consecution of conversations, of mostly an hour or two per week, face to face as well as by media. Meetings will be supplemented by e-mail conversation and the supply of tools or written information, adjusted to the course of action and the unfolding of needs, – including brief communication on short notice. Meetings end with mutual commitments.

### **Starting point**

First step is fitting the service into the HR positioning by embedding it in executive development policy.

The next step is to work with senior management to identify the initial primary clients, and designing the communication. It is advisable to have prospective clients join the conversation early.

## Who the Coaches are

**Robert Schaffer**, Schaffer Consulting, Stamford, CT, is the originator of the unique results-driven approach described in his book, *The Breakthrough Strategy: Using Short-Term Successes to Build the High Performance Organization* (Harper-Collins, 1988).

He headed the firm Schaffer Consulting many years and directed its practice. He has consulted with many well-known corporations and government agencies and assisted them in building notable examples of successful leadership. He has served as coach to many senior executives. Schaffer is senior author of *Rapid Results! How 100-Day Projects Build the Capacity for Large-Scale Change* (Jossey-Bass, 2005). He is also author of *High-Impact Consulting: How Clients and Consultants Can Work Together to Achieve Extraordinary Results* (Jossey-Bass, second edition, 2002).

Schaffer's publications with over fifty articles, including seven articles in *Harvard Business Review*, two best-sellers, "Demand Better Results - And Get Them" (1991) and "Successful Change Programs Begin with Results" (1992).

After earning a BS degree in engineering at Columbia University, Schaffer went on to earn a doctorate in counseling and management psychology.

**Dr. Thomas Leder**, a managing partner and co-founder of HLP with over 25 years of experience as leader of consulting assignments. He has worked on strategic expansion and strategic renewal helping to sharply define competitive advantages as objectives and helping to create and lead result oriented initiatives that build the joint capabilities required by the strategy. Thomas Leder has worked in many industries including manufacturing, automotive, finance, publishing, IT services, construction, higher education, with the leaders of segments, business units, and divisions and functions. Beyond achieving these strategic results, he helped establish the governance processes that linked the units for results and aligned them to competitive advantage.

Thomas Leder published various articles on strategy and management processes, contributed to three books on business concepts and process capabilities, and has given many public speeches and presentations. He co-founded two professional organizations for consultants, and holds a Diploma in Business Administration and a Ph.D in economics from Frankfurt University.