

**Executive Leadership Coaching  
Welcome**

## Responsibilities in the Coaching Process

### *Sponsor Client Responsibilities*

The sponsor client (if not the leader), who initiated and is financing the coaching, is responsible for:

- Holding the leader accountable for results and coaching success
- Providing the leader with frequent feedback about his/her performance throughout the coaching process
- Allowing the coaching process time to demonstrate results
- Supporting the leader's efforts in trying out new leadership approaches
- Agreeing that the leader or the coach can discontinue coaching at any time, and that, should this happen, the leader will explain this action to the sponsor client
- Understanding that the coach will share anything with the leader if the information is deemed to be in the leader's best interest, provided that doing so is not harmful to the organization
- Monitoring the leader's progress by (a) observing tangible improvements in the leader's performance, (b) inquiring about the leader's evaluation of their coaching experience and (c) noticing the feedback of other constituencies within the organization such as the leader's peers, direct reports and customers

### *Leader Responsibilities*

The leader, who is being coached, is responsible for:

- Clarifying coaching goals, setting the agenda, and directing the coaching process
- Giving the coaching relationship and process time to develop, and to demonstrate results
- Being open, truthful, and direct during coaching meetings
- Being open to difficult challenges by the coach, and to challenging his/her own assumptions, beliefs and ways of working
- Taking a reasonable level of risk and experimenting with new leadership behaviors
- Taking coaching goals seriously and following through on assignments
- Keeping his/her immediate supervisor informed of coaching progress

## ***Coach Responsibilities***

The executive coach is responsible for:

- Maintaining the confidentiality of the coaching relationship and articulating the limits of that confidentiality
- Ensuring the leader has a clear agenda and holding them accountable for taking actions that will realize that agenda
- Providing direct and honest feedback
- Challenging the leader to step outside their comfort zone at times, in service of their learning and achieving their agenda
- Being passionate about helping the leader succeed, and willing to share his/her personal experience with the leader
- Being action oriented and business minded
- Being up to date on their technology (e.g., leadership, strategy, coaching practices)
- Coaching for both performance and development
- Having a clear set of principles that guide his/her coaching, and a well-grounded and flexible theory-of-approach to coaching

## ***Leader and Coach Shared Responsibility***

As coaching takes place on company time and at company cost, both the coach and the leader have an obligation to the organization as a whole, as well as to each other. As such they are individually and jointly responsible for:

- Terminating the coaching process once it is no longer providing significant benefits to the leader
- Discussing their reasons for this termination with each other

## Distinctions between Coaching & Therapy

By C.J. Hayden & Laura Whitworth, CPPC

Therapy and Professional Coaching have several aspects in common. To an outside observer, they may look similar. Both professions are based on an ongoing, confidential, one-to-one relationship between the therapist or coach and their client. Clients come to therapy or coaching wanting change and both professions assume that significant change will occur over time. Within the therapy or coaching relationship, regular sessions are scheduled, during which conversations occur. Other similarities of practice exist.

However, therapy and coaching are radically different in the context of the relationship, condition of the client and content of the sessions. In the outline below, we have attempted to define some of the major distinctions between therapy and coaching.

In reviewing our outline, keep in mind that these are distinctions between the disciplines, not a complete model of either. Also, we refer here to one-on-one therapy or coaching, rather than group processes. Finally, generalizations are always necessary in a comparison of this sort, but we believe these distinctions to represent the norm in both professions.

### COACHING

### THERAPY

#### – Models or Paradigms –

Sports training and coaching  
Business skills training and performance  
development coaching  
Personal growth seminars  
Self-mastery disciplines and practices

Medicine and healing

#### – Works with people who are –

Eager to move to a higher level of functioning  
Seeking focus, strategy, and motivation  
Asking how to questions  
Designing their future, learning new skills and  
seeking more balance in their lives.

Psychologically dysfunctional in a quantifiable way  
Seeking self-understanding  
Asking why questions  
Dealing with old issues, emotional pain, or  
traumas: seeking resolution and healing

**COACHING**

**THERAPY**

**– Approach –**

Begins with the premise that the client is whole

Refers individuals with prolonged depression, severe anxiety, phobias, harmful addictions, and destructive or abusive behavior patterns to mental health professionals

Primary focus on actions and the future  
Oriented toward solving problems through action

Works mainly with the conscious mind  
Assists the client in identifying, prioritizing, and implementing choices  
Helps client learn new skills and tools for personal growth and mastery

Listens to feelings as clues for how to get the client into action and leads the client to an action step

Typically directs the client to return to action  
Helps client get clear on their own values and align their actions to them  
Encourages and requests proactive behavior  
Gives advice only in areas of expertise and with client permission

Begins with the premise that the client needs healing

Treats individuals with prolonged depression, severe anxiety, phobias, harmful addictions, and destructive or abusive behavior patterns, as well as other conditions

Primary focus on feelings and history  
Oriented toward exploring the psychic roots of problems

Works to bring the unconscious into consciousness  
Assists the client in untangling unconscious conflicts which interfere with choice  
Helps client resolve old pain and terminate old coping mechanisms.

Listens for feelings as symptoms of underlying dysfunction and follows the client on any valid exploration of their feelings

Often directs the client to go deeper into feelings  
Helps client correct cognitive disorders in order to change their behavior  
Counsels on becoming less reactive  
Usually does not give advice

**– Process –**

Focused on learning and developing potential

Main tools include accountability; inquiry; requesting; goal-setting and strategic planning. Other tools depend on Coach’s training and expertise.

Deals mainly with external issues; looks for external solutions to internal blocks.

Focused on healing and restoring function

Main tools include listening, reflecting; confrontation and interpretation. Other tools depend on therapist’s training.

Deals mainly with internal issues: looks for internal resolution.

**COACHING**

**THERAPY**

**– Relationship & Structure –**

Alliance designed jointly by Coach and client	Nature of alliance largely designed by therapist
Discourages transference as inappropriate	Encourages transference as a way of objectifying issues to be explored
Sessions may be in person or by telephone	Sessions conducted face-to-face
Sometimes deductible as business expense	Often reimbursed or deductible as a medical expense

While this list of distinctions does not paint a complete picture of either therapy or coaching, our aim is to continue clarifying the respective roles of the two professions. We consider this outline to be a work-in-progress, and welcome your comments and contributions.

## PERSONAL INFORMATION FACT SHEET

**Please complete this section and bring it to your first coaching session.**

*All personal information is confidential and is treated appropriately.*

Date \_\_\_\_\_

### ***Client Information***

Full Name \_\_\_\_\_

Name you like to be called \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

### ***Telephone Numbers***

Home Telephone \_\_\_\_\_ Work Telephone \_\_\_\_\_

Message and/or cellphone \_\_\_\_\_

Pager and/or other phone \_\_\_\_\_

E-mail \_\_\_\_\_ Fax Number \_\_\_\_\_

### ***Employment Information***

Occupation/Position \_\_\_\_\_

Employer name \_\_\_\_\_

\_\_\_\_\_

***Personal Information (optional)***

Birth date \_\_\_\_\_ Marital Status \_\_\_\_\_ Number of Children \_\_\_\_\_

Spouse's Name \_\_\_\_\_  
\_\_\_\_\_

Spouse's Birth date \_\_\_\_\_

Wedding/ Special Anniversary Date \_\_\_\_\_

Name(s) of Children and Birth date(s) \_\_\_\_\_  
\_\_\_\_\_

Hobbies, activities, interests \_\_\_\_\_





## **LEADER PROFILE**

**Please complete this section and bring it to your first coaching session.**

Please take time to answer the questions on the following pages. Some of the questions capture information about where you are today. Others will get you thinking about what you want from coaching, from your career, and from life in general. This information will set a good foundation and allow us to start on the right footing.

### ***Coaching***

What do you want to make sure you get from the coaching relationship?

How do you want me to be as your coach?

What is the most important thing that you want me to know about you?

How would you define a great coaching session for you? What are you most looking for during our time together?

Do you like sessions to be structured or less structured? Generally, do you feel the need for linear progress toward a specific goal, or are you comfortable with free flows of ideas?

Is your preference for slow, moderate, or fast pace? Or none predetermined?

What else would you like from me as your coach?

What are you going to do if you don't change?

What should I know... that you really don't want me to know... that will help me coach you effectively?

What would you do if you knew you couldn't fail?

Other ideas, comments, suggestions...

List your most important goals for coaching (up to 5, in order of priority)

1.

2.

3.

4.

5.

### ***Career***

1. What do you want from your career?
2. What projects are you leading?
3. What skills or knowledge are you developing?
4. How do your career goals support your personal goals?

5. What else can you do to advance the company's objectives?

### ***Personal***

1. What do you have to contribute that is unique?
2. What special knowledge do you have?
3. What do you believe in?
4. What two steps could you take immediately that would make the greatest difference in your current situation?
5. What can I say to you when you are most "stuck" that will return you to action?

### **Thank you!**

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