

Why do 40% of new leaders fail?



Coaching High Potential Employees and New Executives

With the combination of impending retirement of many senior level executives and CEO's, a diverse work population and the aging workforce, executive coaching has become one of the fastest growing services in business. Organizations realize that to stay competitive they must develop and keep high potential talent.

Executive coaching has proven to be a powerful tool in developing leadership competencies for the future. Recent studies indicate an ROI on executive coaching to be six times the cost of the coaching costs. Used as a developmental tool that impacts both the individual and the organization coaching programs and initiatives are becoming essential elements of leadership development and recruitment and retention efforts.

Training and education are no longer sufficient to generate business results and keep up with the extraordinary pace of change in current business environments. To stay competitive companies are acknowledging the need to become learning organizations that leverage their human capital, shifting appropriately with the changing environment.

Keys to Success

Recognize and prepare for a new landscape

Executives who are coached quickly set priorities, establish strategic alliances and are better prepared to navigate complex relationships.

Access to a "thinking partner"

Executives confidentially assess challenges and new ideas to improve decision-making.

Accelerated business results

Executives quickly translate learning into achievement.

Organizational commitment to future

By providing executive coaching, the organization sends a message that demonstrates appreciation of employees, a value on learning and leadership development for the future.

Consider that four out of ten newly promoted managers and executives fail within 18 months of starting a new job (according to Manchester, Inc. research). Executive on-boarding and coaching of high potential employees can increase success rates and develop high performance in executive positions. How can you assess the value of coaching in your organization?

As an example, a study published by the International Personnel Management Association indicates a 22.4 percent increase in productivity. When training is combined with coaching the overall productivity soars to 88 percent.



The study provides compelling evidence to sustain the value of coaching and its impact on an organization.

We suggest that there are four major areas where coaching high potentials and new executives can play a role in their success. **First, the executive is quickly able to recognize and prepare for the cultural and political landscape.**

This means setting priorities, creating strategic alliances and learning to

navigate the complex relationships inherent in leadership positions. **Second, by using the coach as a confidential and objective “thinking partner”**, the executive considers new ideas, expresses concerns, plans strategy and is challenged in his/her thinking without feeling exposed or compromised. The result is thoughtful decision making that includes contingencies and options as well as greater innovation in solving corporate dilemmas. **Third, the learning curve is minimized and business results are accelerated.** Business and competition do not slow down for a new executive as they adjust to new responsibilities that inevitably include greater responsibility for the management of complex relationships. Positive impact on an organization results when the executive is able to quickly translate learning into achievements. **Fourth, providing coaching for high potential employees and new executives demonstrates a commitment** on the part of the organization to the leadership development of the individual and all employees. Executive coaching recognizes of the individual’s value to the organization as well as a public message that the organization is poised to develop others for the future.

To determine the success of the coaching engagement, create observable and measurable outcomes that can be benchmarked and that are aligned with the strategy of the organization. Assess these often against the business environment and the competencies that are valued in the organization. Executive coaching supports leadership at all levels,



nurturing all employees and promoting those who develop others as well as themselves, generating better teamwork, skills enhancement and communication flow throughout the organization.



Sophia Associates, Inc.

The number one concern of today's CEO's is the development of talent in their organizations. Traditional training models are not enough to keep up with a global business environment, rapidly changing technologies and a new generation of workers that value multi-dimensional lives in support of expanding career opportunities.

The ability to make decisions in the face of ambiguity, the need for juggling competing commitments and the skill to build relationships cross-culturally demand that organizations focus as much on the future leader as on the current workplace.

We understand the challenges facing organizations. As our client, you benefit from our access to experienced professionals that provide solutions that are results oriented and sustainable, designed for your specific organization.

Our programs challenge traditional assumptions on how human beings learn, develop and lead.

As a "strategic partner" to organizations, Sophia Associates offers coaching and consulting services for:

- Succession Planning**
- Development of Talent**
- Onboarding of Leaders**
- Job Transition**
- Cultural Diversity**
- Women's Leadership**
- Cohort and Team Coaching**
- Leadership Retreats**
- Action-Learning**
- Balanced Score Card**
- Internal Coaching & Mentoring**
- Initiatives & Programs**

We assist organizations in creating success competencies, structuring measurements for performance and building strategic agility in business. We work as partners to Human Resource professionals and Senior Management to create environments for learning, innovation and performance.

Call us at 443-433-0586 for a complimentary consultation on how we can assist your organization to move into the future.

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