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The 5 Steps to Becoming a Highly Successful Executive Coach in Pivotal Times



How Many Leaders Need Your Coaching Services?

The majority. In this white paper you will discover:

- 1) What leaders are up against and how coaching is helping
- 2) What effective executive coaching encompasses
- 3) How coaching leverages leaders through a variety of hardships
- 4) How coaching is profoundly shaping the future of leadership
- 5) The 5 Steps you can take to be a success as an executive coach

Large Scale Impact. Large Scale Results.

Today, I'm going to be brutally honest with you. I invite you to bear with me. There is a very positive message around the global challenges we will be covering.

Growing up, I looked around at the state of the world I found myself in and literally had the thought, "WTF?! What kind of absolute crazy nonsense have I been born into?" You see, I was born in the '70s. We were dealing with massive pollution issues, public shootings, sex trafficking, and political division, to name a few. These were all new norms humanity was facing, and deep down I knew there was a better way.

Economic & Employee Impact

I ran across an article where I learned that the CEO of Walmart made more in one hour than his average employee made in one year. ⁽⁷⁾ Walmart employees qualified for welfare while the company made billions of profit? Learning how the US citizens were subsidizing Walmart's bad business practices was an eye opener. ⁽⁶⁾

As ABC News reporter Alice Gornstyn reported:

"A study last fall by the Institute for Policy Studies, a liberal Washington D.C. research group, found that CEOs in the country's S&P 500 companies make, on average, 319 times more than the average American worker."

IPS associate Sam Pizzigati said, "That in the 1970s, that ratio was 30 to 1." Pizzigati went on to say, "We've seen, over the past three decades, a tenfold-plus increase in the gap between top executives and average American workers," and named it as "a very real problem in American economic life." ⁽⁷⁾

The even bigger irony? In Simon Sinek's book, *Start with WHY*, he outlined how the founder of Walmart, Sam Walton, was driven by community back in 1945. He also took a handsome salary, but not a salary that took from the well-being of the employee. Employees were top priority. ⁽⁵⁾

The abandonment of the founding principles of Walmart exemplifies the dichotomy we have developed in leadership and the large-scale impact this has on the American economy.

A Better Way

In 1997, the devastation of 5 astronomically growing “garbage patches” was discovered. “Garbage Patches” are gaping miles of human waste “landfills” accumulating in our oceans.

Are we proud of this? No. Yet, we are here.

Captain Charles Moore, who discovered the Great Pacific Garbage Patch, shared with Natural History magazine:

*"As I gazed from the deck at the surface
of what ought to have been a pristine ocean,
I was confronted, as far as the eye could see,
with the sight of plastic. It seemed unbelievable,
but I never found a clear spot.*

*In the week it took to cross the subtropical high,
no matter what time of day I looked,
plastic debris was floating everywhere." (1)*

PBS author Nsikan Akpan asked, “What weighs more than 43,000 cars and is twice the size of Texas?”

Answer: The Great Pacific Garbage Patch. (3)

I don't know about you, but I've driven across Texas. Texas is a huge state! If you have kids and you've driven across Texas, you will know that, “Are we there yet?” becomes, “Are we out of Texas yet?”

Let's put this in perspective. Just one garbage patch is the size of two states of Texas side by side. There are 5 garbage patches.

The Coaching Advantage

So, yes, I think we can all agree that there is a better way. Humanity can do better than this. The true question is... will we?

I looked around at all of the irony I observed when I was growing up.

On one hand, we all live in this big, beautiful, amazing, profound world... a world that has rainforests, beaches to create sandcastles, snow to ski on, rocks to climb, sunsets to breath in after a long day. On the other hand, our global business practices lack signs of intelligence.

When we have the power to create anything we want, why on earth are we settling to create pollution and economic bottlenecks?



The Plot Twist

As these stories piled up, my heart sank heavier and heavier and heavier....

I thought, "This is it! Humanity is done for. We have reached our peak, and now we are aptly headed downhill as quick as we can. I throw in the towel."

Logical conclusion, right?

Wrong. I found a bigger picture.

I am a rock climber. In adventure climbing, there is something called a false summit.

A "False Summit" happens when it looks as if the peak of a climb is right in front of you. You climb to the top. Then, upon arrival, you realize the true summit is still in the distance. You just couldn't see it from the ground.

I realized, We, all of humanity, are at a false summit together.

We are not at the top of our potential.

Why not? Our technology is growing faster than our EQ. We can fly to the moon, land on Mars, and I can text someone in Japan from Tucson, AZ. We have self-driven vacuum cleaners and cars that park themselves.

So, why have we not reached our potential yet? We haven't reached our human potential yet because of our previous linear focus. We haven't yet viewed success integratively.

Let's explore this...

Since the Industrial Age and on, we have been operating business linearly. ⁽²⁾

Let's say you and I are best friends. We are talking one afternoon, and I tell you that I have a dream. My dream is to make ONE million dollars over the next year.

You supportively say to me, "Great Laurel!" Then I set off to make my millions.

What if a year later I come back to you and say, "Hey guess what?! My company made the million-dollar mark last year! I did it!"

You say, "WOW, congrats! You succeeded"

We celebrate. Life goes on.

BUT! What I didn't share with you was that my employees were miserable, I had high turn-over, and my company approach was harming the environment.

If you found out the full picture, would you say I was truly successful? If you view success as a linear thinker, then yes, by all means, you could classify me as a success.

What if the conversation was integratively tuned in? What if I was integratively intelligent and operated as an integrated leader? What would that conversation look like?

It could go something like this:

I come to you and say, "Guess what?! My company made the million-dollar mark last year." You say, "WOW, congrats! What a success!"

If I'm a leader developed in my Integrative Intelligence®, here is where the conversation could pivot.

My response may look more like this: "Well, thank you. I do appreciate the sentiment. However, we haven't quite succeeded. My employees are miserable. We have atrocious turn-over costing us a lot of what we are making. We also created a back log of pollution which I'm not comfortable with. So, I would say, yes, we succeeded but only in one area. We have impact in 3 areas! Two of which are failing."

Most leaders don't talk like this... Especially not to their stakeholders.

Yet, their hearts are dying to do better and would really love to reach success in all areas! They just don't believe it is possible, and so they quite naturally settle for the false summit.

What Leaders are Up Against

Now is a very prime time for leaders to feel stressors. Leaders are feeling pulled in many directions and are more burnt out than ever before.

Many leaders feel as if they have to leave their values at the door to be effective. The good news is that there is a better way for leaders. A better way is why we are here.



Three Common Challenges:

- **Leaders make or break the company experience.** The stress on a leader to perform can also be the same stress that harms the company culture.
- **Leaders typically struggle in the closet.** Being in the limelight places additional undo stress on leaders. It can feel "lonely at the top".
- **Leaders want to do better and often can't see how.** Leaders are pulled in so many directions. This can prevent them from seeing how to create positive new pathways to better outcomes to reach the true summit.



The other day I attended a Conscious Capitalism meeting. Their credo is "Elevating Humanity Through Business".⁽⁸⁾

At this meeting we discussed the impact Covid has had on businesses.

Listening to the rich discussions and variety of experiences, it dawned on me. Covid has taught us how amazingly agile we really are!

Our full capacity to pivot has, for the first time in centuries, been completely uncloaked. Leaders who previously believed, "We can't", woke up to the reality that "We can".

We can pivot. We did pivot. It wasn't easy, but it was accomplished.

This leaves a door open. The door of "why not?" If we are capable of pivoting, why not pivot to include better corporate practices that include success in all areas?

Well, because it can feel and seem impossible and daunting. Remember... the false summit is a limit of perspective only.

Executive Coaching is a rewarding
way to expand your coaching career.



Positively impacting
a leader

positively impacts
the entire organization!

Now is a prime time for Leadership Coaches.

Leaders under additional stressors can disintegrate into unhealthier practices more than normal. Weight gain, drinking more, online spending, or lashing out are just a handful of reactions that Covid unveiled for many, not just our leaders.

Did you know that a goldfish grows to the size of its fishbowl? The larger the fishbowl, the larger the fish. It makes sense then, if we are stuck in a linear mode, it can be hard to find a better way.

What does this have to do with the future of leaders? A lot!

Since we can't fix what we don't see, our leaders are stuck in the day-in day-out, and it is hard to see how to reach the bigger picture, the true summit.

Leaders experience many false summits.

This is where coaches come in! Coaches are the guide to the true summit, the leader's fuller capacity, so that they gain access to the better way. Companies have seen the statistics and are hiring coaches to ensure their company thrives, not dives.

Executive and Leadership Coaches help our Leaders:

- Manage energy so they feel refreshed not depleted
- Delegate and operate efficiently so operations run smoothly
- Develop a presence that inspires through humility, compassion, and virtue
- Shape the company culture so employees are proud to go to work
- Effect positive change so the company is operating sustainably

With the right level of support, leaders accomplish miraculous company pivots.

We need empowered leaders now more than ever. We are living in times where companies are leaving large-scale impact in ways never before seen.

Have you ever met a CEO who wakes up in the morning and says, "I'm so excited! I'm going to harm the environment today!" Or, "I can't wait to devastate my employees today, woo-hoo!"

Not one that I've met. Yet, it still happens.

What are our Leaders up against?

- Stress; real and perceived
- Stress responses; disintegration
- Restrictions; real or perceived
- Reactions to feeling boxed in
- False summits



Effective Coaching Measures

Coaching is helping shape the future in profound ways. In the past, since leaders and companies have approached success in a linear way, they've been operating in a limited capacity. This approach is now outdated, inefficient, and roots back to the Industrial Age.⁽²⁾

Today, we are seeing a better way come to fruition. A way that coaches are tapping into and connecting our leaders with.

Consider this:

- **Linear thinking produces linear results.**

Linear thinking creates a one-sided focus that leaves out important factors. This funnel vision approach is outdated and highly inefficient if we are to head into a positive future.

- **True success is success in all areas.** When we view success integratively, we see true success is success in all areas, not just one. In the past, we have settled for success in one area, limiting the positive impact we could leave.

- **The time for linear approaches has come to an end.** If we are to cultivate a truly profound future, it is time to approach organizational strategy in integratively intelligent ways. Linear thinking got us where we are and is no longer informing our best business practices in positive ways.

Integrative Intelligence® is the next wave in human potential. It is the next wave in developing positive, high-impact, big-picture leaders. If we are to create a really profound future, it is time to stop settling, and time to start integrating!

Integratively intelligent leaders see that true success is success in all areas... the true summit in a world of many false summits.

We don't need to get rid of the American Dream. We need to up-level it. We need to not settle for false summits and push on to the true summit.

We need integratively intelligent leaders. We are not facing issues because there is a "lack of intelligence" in the world. We are facing lack-of-larger-perspective issues. We are facing issues of bias and in-the-box linear viewpoints that are no longer serving us like they did in the Industrial Age.⁽²⁾

*The bigger the picture we see,
the more effective we will be.*

The statistics on leadership coaching speak for themselves:

- "Research from Case Western Reserve University's Weatherhead School of Management shows that the impact of coaching-like training can last seven years. The emotional-intelligence skills coaches specialize in help CEOs create more productive cultures, which in turn drive up profits."

-Primal Leadership by Daniel Goleman, Annie McKee, and Richard Boyatzis.

"Premier coaches--like good therapists or sponsors in 12-step programs--hold people accountable for sticking with new behavior. Says Goleman: "Without a coach, a lot of CEOs are likely to give up."

- Business Week, November 11, 2002

- “Training, which included goal setting, collaborative problem solving, practice, feedback, supervisory involvement, evaluation of end-results, and a public presentation” increased productivity by 22.4%. Training and coaching increased productivity by 88%, a significantly greater gain compared to training alone.”

- *Public Personnel Management; Washington; Winter 1997; Gerald Olivero; K Denise Bane; Richard E Kopelman*



- “Coaching produced a 529% return on investment and significant intangible benefits to the business. Including the financial benefits from employee retention, coaching boosted the overall ROI to 788%. The study provided powerful new insights into how to maximize the business impact from executive coaching.”

- *Merrill Anderson, MetrixGlobal Study*



In the words of David Lassiter:

- “The work of effective coaching within organizations involves unleashing the human spirit and expanding people’s capacity to stretch and grow beyond self-limiting boundaries. Coaching should not start with goal setting and problem solving, but rather with exploring the underlying concepts or mental models that a person uses to make meaning. What are the assumptions and beliefs that determine behavior? The truly effective coach knows that you can’t solve a problem before you know what the problem really is.”



Executive & Leadership Coach Training:

In 2016, the Institute for Integrative Coach Training (IICT) noticed that coaching was shaping the future in profound ways never before experienced. Our team set out on a mission to provide Integratively Intelligent systems and approaches for a world that needs them now more than ever.

The executive world has unique needs.

We up-leveled our programs to include graduate-level training for professional coaches who are excited to pivot their career and coach our leaders into a better future.


The IICT approach helps professional coaches, who feel called to leave a bigger impact, gain corporate contracting experience, so that they can hit the ground running.

Executive coaching contracts start at \$1,000/month for each six-month engagement. Most engagements renew at the six-month mark.

With proper executive level training, coaches can positively impact our leaders. Being trained on how to dig deeper helps a coach to leave a legacy and contribute to the well-being of the entire company.

Contracting, coaching, and ROI tracking is only intimidating if you walk in blind. The IICT program was specifically designed to give coaches a foot in the door and train them in best business practices, so that they coach confidently, fully aware of the executive level landscape, while masterfully holding the bigger picture.

*Coaching helps leaders
and companies
reach the true summit!*



“Leaders become
great, not because
of their power,
but because of their
ability to *empower*
others.”

- John Maxwell

What are the 5 steps to becoming a successful executive coach?

The pivotal times we are in with Covid and technological advancements changing rapidly have led to the expansion of coaching.

The need for professionally trained coaches continues to rise.

- Start-ups have leaders who come in with a vision, then find themselves managing multiple demands with little prior experience.
- Tech companies hire engineers and eventually promote them into manager/director roles with no idea of the skill gap this created.
- High potential employees are in the queue for promotion and need help closing their leadership gaps prior to a career advancement.

These are just a few scenarios. Leadership Coaches take leaders and their companies to the next level. If you want in on the action, here are five steps to take to ensure a successful launch into this rewarding and lucrative career.

STEP 1 – Establish Your Career

Become a trained ICF credentialed coach. Even experience in the corporate / tech / or start-up worlds don't translate over to coaching skills. Companies will seek out trained and ICF credentialed coaches. PCC level training is recommended, unless you are consulting as well.

STEP 2 – Develop Your Expertise

Learn the ropes. Let's say you have 20 years experience in corporate. You walk into a new company with an astronomically different culture than the company you worked for, and the confidence you had to help the leadership team suddenly plummets. You are in new terrain. Being trained in high-impact leadership approaches, current best practices, and contract negotiations is key to success!

STEP 3 – Craft Your Leadership Story

Establishing what led you to become a Leadership Coach will make you more relatable, so that you can grow your network with greater ease. Check out "Start with WHY" by Simon Sinek

STEP 4 – Get Experience

Entering into a leadership coaching internship before you launch as a Leadership or Executive Coach is paramount. Gaining much needed hands-on experience gives you the added advantage of real-time learning, so you can adapt your approach before going big.

STEP 5 – Obtain Guidance

When coaching in the leadership arena, you want to eliminate blind spots. After all, we don't know, what we don't know. Hiring a Coaching Supervisor who specializes in Executive Coaching will help you walk into any coaching engagement equipped for success!

Conclusion

We can all agree... There is a better way!

As we begin to support leaders to develop and lead integratively, we will begin to see companies leave a positive large-scale impact on employees and the environment, in ways that trickle out to the economy.

Coaching is a powerful approach to helping leaders locate and reach the true summit. The future of leadership will depend on how big of a picture our leaders can see. How well they can pivot into a “success in all areas” model and pivot out of a linear focus.

Leadership coaching is deeply meaningful, lucrative, and in high demand. To succeed and contribute to the future of leadership, you need to know best business practices and embody a tried-and-true approach. Coaches familiar with the executive landscape understand the procedures, best practices with contract negotiation, and navigating sponsorship dynamics.

Coaching leaders is not always easy work. When a leader is really stuck and unwilling to budge, the stakes can be high for them. Or, when a leader is not a good match for the company, and you have to coach them out. Knowing how to navigate the challenges helps everyone involved.

On the flip side, watching the transformations and seeing the positive impact on the company is invaluable. One of the most rewarding careers is a career that pays well, and you get to go to sleep at night knowing you left a positive impact on hundreds of lives. The work a coach does with a leader radiates out to touch the lives of all the employees of that organization.

The future of our leaders and our companies is being shaped by coaches helping leaders take their company to the true summit. Coaches are the catalysts for high-impact transformations.

*Leadership coaches are the game changers for
a positive future and the true summit.*



WE ARE HERE TO HELP YOU ACHIEVE RESULTS

If you are craving that next level in your approach and ready to enter the world of leadership coaching, we invite you to join us!

We are home to a post-graduate program that covers all of the five steps to success. We include executive level training, a six-month internship, coaching supervision, and *so much more*.



To find out more, visit us at:

www.IntegrativeCoachTraining.com

Leadership Coaching Program:

https://www.integrativecoachtraining.com/leadership_specialization.html

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