



Help your clients achieve measurable results faster!

Executive Leadership Series

White Paper



Address

LCP Global Pty Ltd
2 Chifley Square, Level 29,
Chifley Tower Sydney
NSW 2000 AU



Phone

Phone: +61 2 9293 2983



Online

Email: info@lcp-global.com
Website: www.lcp-global.com

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01. Helping your clients achieve measurable results faster!

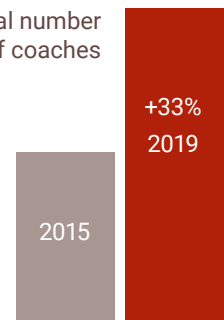


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Over the past several decades, businesses have increasingly turned to executive coaching to give themselves a competitive advantage. By investing in their leaders, businesses expect a significant return in the form of better performance and results.

Although the process is often individually focused, organizations ultimately benefit from individuals who are more engaged, contribute to a healthier workplace culture, have clear goals and the capability to achieve them. This gives them greater capacity to lead.

Global number of coaches



Globally, it is estimated that there were approximately 71,000 coach practitioners in 2019, an increase of 33% on the 2015 estimate.

Source: 2020 ICF Global Coaching Study: Executive Summary, p8

02. Validating the value of coaching

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There remains some skepticism about the value coaching has to a business's bottom line, but often this is due to a lack of attention given to measurable results, not fully appreciating the relationship between leader performance and leader development, and not addressing the external influences that can impact the ability of leaders to achieve their objective.

Where the value of coaching is not clearly verifiable, this is not only disadvantageous to the client in recognising the value they are receiving, but increases the likelihood of the coaching engagement being cut short. Therefore it is in the interests of both the client and the coach to have a clear mechanism to validate improvements gained.

In a recent study, 42% of respondents identified the inability to measure the impact of coaching as a key obstacle to building a strong coaching culture within the organization.

Source: 2020 ICF Global Coaching Study: Executive Summary

Empowering individual growth and strategic alignment

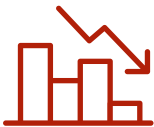
Workplaces can be pervasive in contrasting ways. They can both enable and empower human development by helping clients to achieve significant goals or, from their demands and stresses create conflicts that prevent them from experiencing success in important areas. What we have learned is that the goals of succeeding at work and outside of work should not be mutually exclusive. There is a growing body of evidence that suggests organizations and leaders place themselves at great risk if these contrasting goals are not respected or if ignored. For example, how can human capital (knowledge, skills) be the most strategic investment a company makes if it fails to recognize the close link it has with external social capital (access to critical resources such as relationships and support networks) that allows human capital to be leveraged? Understanding this link influences the degree to which businesses invest in their staff as a prerequisite for establishing vital business partnerships and alliances that need to flourish.¹



Because of this, and the significant time constraints many leaders have due to the demands of their role, **they want to see a tangible relationship between the investment in their development and the ability to deliver expected outcomes.** They also expect that this investment recognizes the undeniable link between success in their organizational roles and their most important relationships and connection to family.² To this end, clients and organizations have an expectation that coaches need to be accountable for ensuring they are equipped with strategies that empower them to deliver agreed business outcomes while prioritizing 'real-world' connections with meaningful relationships and family that help to provide them with a support network that can sustain them.

Whether you are a business consultant or leadership coach equipping clients to achieve their goals, or an HR professional whose role is to attract, develop, and retain great talent, the primary objective is to deliver tangible value to the individual and the organization they work for.

“What we have learned is that the goals of succeeding at work and outside of work should not be mutually exclusive.”



Counting the cost of misalignment

While the interconnectivity of work and personal goals is increasingly recognised, the cost of ignoring these is often not directly attributed to the adverse impacts they can cause.

As leaders who are wired for success continue to manage the tension misaligned goals creates, many organizations flounder below their potential as they battle issues such as:

- High turnover in key business roles
- Restricted growth
- Inability to fully capitalise on market opportunities
- Competing priorities both within the organization and for leaders individually
- Lack of execution and underperforming teams

While the increasing presence of these tensions may lead the organization to seek executive coaching, the challenge for the coach is to not just to make an effective contribution, but to quantify this contribution.

This highlights the question of how do you deliver executive coaching that is not only most effective, but also delivers tangible value?

3.0 What makes an effective executive coach?

Some prescribe to the belief that psychologists are the most qualified people to conduct executive coaching because of their understanding of psychological dynamics, adult development, personality and performance assessments as well as the importance of building and maintaining a trusted and confidential relationship.

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Others believe the most effective executive coaches are those who are knowledgeable about the business context in which leaders operate. They see “an understanding of leadership, business disciplines, management principles, and organizational politics as the critical core competency of executive coaches”.³

LCP Global believes effective coaching is the combination of robust industry **knowledge** with a **process** that produces **measurable** results, both in the short and long-term.

So what does this combination look like in the context of the coaching engagement and what it is built on?



4.0 Establishing a foundation for lasting transformation

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It is hard to discuss executive coaching without the issue of *leadership capacity* quickly coming to the forefront. Consequently, validating the efficacy of leadership coaching against its primary objective to increase *leadership capacity* has been a major goal for LCP Global.

Based on LCP Global's own engagements with leaders and their teams in Australia, Europe, Middle East, South-East Asia, and the U.S., the rationale formulated is based on bringing alignment not just to the broader team and the organization's goals, but also to each individual leader. Without addressing these dynamics, leadership capacity will always be compromised and place leaders in a dichotomy of whether to neglect their personal or professional goals, rather than having one side support the other.



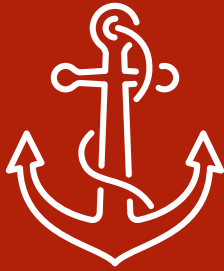
Recognizing strengths

To achieve this, LCP Global adopted an approach that combined Appreciative Inquiry and a strengths-based model, in constructing a personalized leadership development framework. It demonstrates its efficacy with a decision-oriented evaluation approach that measures change in terms of intellectual capital ("what I know") and connectivity (to goals) with a built-in feedback mechanism.



Dr Glenn Williams
CEO, LCP Global

Simply stated, this approach monitors performance (outputs) and evaluates outcomes that reflect change of trend or behavior (goals). Clients are taken through a systematic process to create a new growth trajectory.



The 5 Leadership Anchors™

In evaluating client feedback and adapting insights from the work of Kellerhals, Ferreira and Perrenoud⁴, Edgar H. Schein in *Organizational Culture and Leadership*⁵ and Manfred Kets De Vries in *The Leadership Mystique: Leading Behaviour in the Human Enterprise*⁶, LCP Global identified five leadership anchors across three levels of leadership that are necessary to achieve sustainable success.

The 5 Leadership Anchors are at the centre of LCP Global's approach to developing leaders and equipping coaches to establish an effective platform to accelerate their client's results.

The 5 Leadership Anchors are:

1. *A leader's external relationships*
2. *A leader's symbols of success*
3. *A leader's value code*
4. *A leader's personal script*
5. *A leader's trajectory*

These five leadership anchors give rise to questions such as:

- Where have I come from? What, and who, has influenced me the most?
- What motivates me? When am I fulfilled the most? What energizes me?
- What influences the way I make decisions? How do I manage risk ?
- What hinders me or constrains me from achieving my goals?
- How can I perform better? In which areas do I need to develop?
- What relationships are most important to my wellbeing and performance?
- How well am I able to change direction or adapt my goals when necessary?



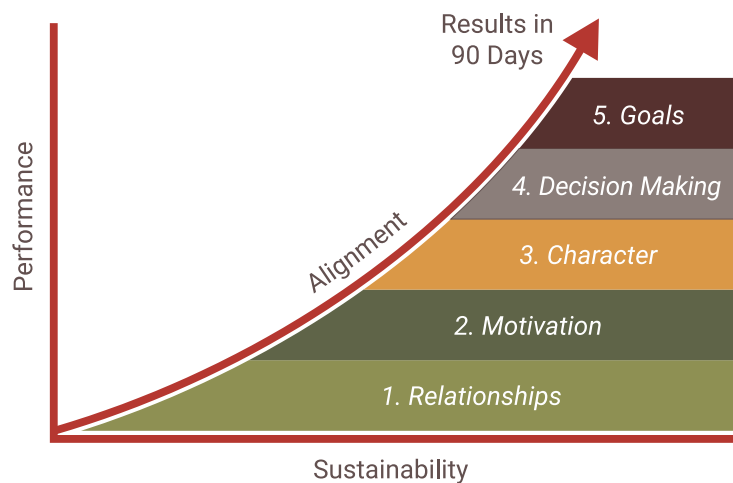
Sustainable performance

The answers to these questions provide valuable insights for the individual and for their coach, enabling an effective foundation for sustainable performance to be established in a more efficient timeframe.

A key attribute of the decision-oriented approach used with this approach is how it empowers decisions. Its sole purpose is to provide a knowledge and value base for making and defending decisions. Its strength is that it encourages the use of reflection and evaluation to plan and implement strategies to avoid blind spots and bias, while managing conflicts in the pursuit of achieving the desired outcomes.

Furthermore, the LCP Approach integrates insights from other assessment tools such as Gallup's Clifton StrengthsFinder, DiSC, Birkman, LSI, and others to enhance the quality of the coaching engagement.

How The 5 Leadership Anchors™ fuel sustainable performance



5.0 Creating and sustaining momentum for your clients

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Being able to empower clients to set, measure and achieve their goals is key to validating the value of executive coaching, yet can be the most difficult element to help a client implement and manage.

This is where technology has helped to transform coaching conversations.

Not only does it improve the connection between coach and client (especially when they are physically in different locations), the depth and quality of information that is now available prior to the initial coaching engagement is extraordinary when compared to the length of time (often over multiple sessions) it can take for a coach to acquire that same level of understanding by meeting together. Technology allows the coach to build a fuller picture of the client's context.⁷



With the methodology for establishing a foundation for sustainable results in place, the next challenge is how to ensure this is leveraged to see actual results... and equip the client to manage and measure the outcomes. This is where it is invaluable to have in place a methodology that will help the client sustain focus and energy, while monitoring momentum and progress against the desired goals.



Structuring goal setting with your clients - timeframes

The challenge with setting and tracking goals is to ensure that the time allocated both keeps the goal in focus, yet allows for the inevitable unforeseen circumstances that are the reality of leadership.

Although not an earth-shattering insight, we have learned that goals frequently change. Initially, we asked clients to include a longer-term view of where they wanted to be and frame it as a goal. What we discovered, however, was when market forces or business needs changed, it was difficult for them to adapt to what was needed because they believed they were compromising the integrity of the goal they had set. For some, it became an unmovable object.

To combat this, we now invite clients to articulate a purpose statement (which is like an overarching goal) and attach 90-day and 12-month goals that work towards fulfilling it. Research into how people set goals show that some prefer to start with a 12-month goal and break this down into a series of smaller actions, while others prefer to focus on

what they can achieve in the short-term (e.g., 90 day sprints) and explore how this might influence their longer-term goals.⁸

“Good days for insights had nothing to do with stunning breakthroughs or grand victories. The key turned out to be having small wins—minor innovations and troubling problems solved—on concrete steps toward a larger goal. Creative insights flowed best when people had clear goals but also had freedom in how they reached them. And, most crucial, they had protected time—enough to really think freely. A creative cocoon.”⁹

What we do know is that when clients are able to monitor their progress in a systematic way, their focus and energy helps to drive and sustain momentum. But more than this, when clients are able to track their own development and growth in the pursuit of those goals, they are better able to adapt to new developments and change their goals to reflect the new circumstances.¹⁰

Tracking goals

Once the goals are in place and set to an appropriate timeframe, the next challenge is ensuring the appropriate tracking and accountability. While a regular coaching cadence can provide regular accountability, supplementing this with an effective tracking system and automated reminders can be a highly advantageous value-add for coaches by increasing adherence to goals, validating progress gained and enhancing momentum.

6.0 A system for enhancing coaching results

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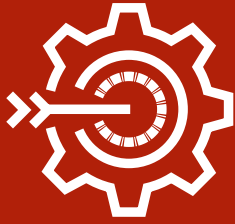
How can you best accelerate your client's outcomes with the LCP Approach?

With so many online assessments and programs it's challenging to know where to start, or know which approach is best. Although there is a plethora of excellent coaching resources, it can be difficult to find a reliable, systematic framework with a proven methodology that's easy to explain to clients.

Most leadership programs focus on developing individual leadership skills. While there is a place for that, LCP Global believes that to help your clients achieve long-lasting success for themselves and the organizations they work for, clients must learn how to leverage the *power of alignment*—the existence and necessary equilibrium between their personal strengths, insights from their work history, the values that are most important to them, understanding the 'why' behind some of the challenges they are facing, along with their goals and aspirations. The interconnectivity between a leader's identity, thought processes, leadership behaviours, and relationships, impacts their performance at an individual, team and corporate level, as well as their development.

Many other tools and programs are strong in the purpose they were designed for, such as identifying key strengths, natural leadership styles, and how clients are likely to react to a range of different scenarios. They are great at providing these, and if you're already using other tools, such as Gallup's Clifton StrengthsFinder, DiSC, MBTI, LSI, and others, the coaching system embedded in the LCP Approach is designed to help you leverage these further.

The LCP Leadership Accelerator™ and its 90-Day Goal Tracking System offers a holistic, systematic, and highly personalized approach to help leaders attain this alignment, fuelled by a strong focus on outcomes in 90 days.



The 90-Day LCP Leadership Accelerator™ Goal Tracking System

Improve client retention and lifetime value

It can be labour-intensive and time-consuming to gain sufficient context and understanding of the external variables, internal processes and business challenges a client is experiencing. Having a framework that brings these variables together to form a cohesive picture that allows for strategic action to surface is crucial for coaching success.

Unlike most leadership assessment tools, the LCP Leadership Accelerator™ and its 90-Day Goal Tracking system provides a comprehensive framework that captures and distills your client's leadership journey into key insights that can be leveraged to achieve their goals.

The tracking system also provides a key retention tool for coaches, as the 90 day cycles are constantly monitoring progress and identifying pain points and coaching gaps. This greatly increases the lifetime value of the client and enables the coach to maximise opportunities for recurring business that could otherwise be harder to justify.

How it works

The LCP Leadership Accelerator™ offers a systematic, strengths-based process online that provides leaders with the opportunity to reflect on the gestalt (or the entirety) of their leadership experience. This is completed through five online phases that require a minimum investment of time of around 90 minutes—some clients prefer to take longer, as often it is the first time they have paused to reflect on their leadership journey. There are also benefits of taking a leadership team through this process, as it consolidates their individual responses on specific areas that show where alignment is needed in the team.

The five phases bring a cohesiveness to the coaching and development process that focuses on clarifying:

- Personal strengths and possible capability gaps
- Key lessons learnt from their work history and personal experiences
- What values are most important to them
- The key relationships that are a source of energy and encouragement
- Areas of conflict and what gaps would benefit from strategies for helping clients achieve personal and professional alignment

The LCP Leadership Accelerator™ integrates these aspects into a cohesive, holistic picture giving coaches and their clients all the relevant information needed to achieve their goals. More than this, the clients' efforts are aligned in a way that empowers them to see desired outcomes without it costing significant relationships and personal wellbeing.



Key Benefits of using the LCP Leadership Accelerator™ with your clients

- Virtual – With more people working remotely, the virtual program transcends geographical constraints
- Scalable – Can be utilized by individual leaders or teams, with unique team reporting capabilities to bring greater alignment across the organization
- Proven Methodology – Foundational to the process is the use of Appreciative Inquiry and a strengths-based approach to reflective questioning that encourages a learning orientation
- Tailored – While providing a systematic framework for the coaching process, it is not a ‘one size fits all’ approach. Insights are gained through understanding the individual context of each client and the issues unique to their circumstances

A supported approach

The LCP Leadership Accelerator™ is designed to work with you in delivering and demonstrating results for your clients. Rather than just a one-off assessment, our goal is to provide you with an effective leader development tool to support your business, through:

- Complementary training for coaches, starting with two interactive webinars to help you identify how the LCP Leadership Accelerator™ will best leverage your existing coaching model
- A dedicated coaching dashboard for managing all your clients and tracking their progress for the entirety of the coaching engagement
- No costly certification or licensing requirements, you simply purchase user codes at your discounted rate for coaches as needed

Are you ready to enhance your client's coaching experience?



There are two popular ways to get started with the LCP Leadership Accelerator.

1. Experience it for yourself first

Subscribe to the LCP Leadership Accelerator for yourself for just \$AUD 99 at <https://lcp-global.com/leadership-accelerator/> and see firsthand how this can be leveraged to achieve your goals

2. Leverage it for your clients

Register for our next coaches training webinar by going to <https://lcp-global.com/coach-training/>. After you have completed the 2 free webinars, you will be offered the opportunity to have your own personal coaching dashboard where you can purchase and manage your user codes.

If you have any questions, our team would love to hear from you.

Phone: +61 2 9293 2983 or

Email: info@lcp-global.com

7.0 The bottom line

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Executive coaching can be effective in helping clients achieve measurable results faster, but without the right structure, can be difficult to validate. This is detrimental to both the client and the coach.

LCP Global advocates leveraging industry knowledge with the right process to produce measurable results. The LCP Approach provides a framework for this process to build leadership capacity via a strengths-based and Appreciative Inquiry approach, the rationale for which is summarised in the 5 Leadership Anchors.

This approach creates alignment for sustained performance and leader development measured in 90-day cycles. While other coaching programs and tools can be useful during the coaching process, the LCP Leadership Accelerator and its automated 90-Day Goal Tracking System, provides an effective framework for a more comprehensive and dynamic coaching engagement.

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