

How the coaching industry's leaders describe Executive Coaching and its benefits

Executive Coaching is exclusively for key contributors who have a powerful position in the organisation who are accountable for highly complex decisions with wide scope of impact on the organisation and industry as a whole. **ICF Summit, Atlanta, 2002**

Formed in 1995, today the ICF (International Coach Federation) is the leading global organisation, with over 25,000 members in 114 countries, dedicated to advancing the coaching profession by setting high professional standards, providing independent certification, and building a network of credentialed coaches. It exist to support and advance the coaching profession through programmes and standards supported by our members and to be an authoritative source on coaching information and research for the public.

The ICF defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. Coaches honour the client as expert in his or her life and work and believe every client is creative, resourceful and whole. The coach's responsibility is to:

- Discover, clarify and align with what the client wants to achieve
- Encourage client self-discovery
- Elicit client-generated solutions and strategies
- Hold the client responsible and accountable

A collaborative solution-focused, results-orientated and systematic process helps clients dramatically improve their outlook on work and life whilst developing leadership skills and unlocking potential. Professional coaches provide an on-going partnership designed to help clients produce fulfilling results in their professional and personal lives. They help people improve their performance and enhance the quality of their lives. **ICF (International Coach Federation)**

CIPD state that coaching is essentially a non-directive form of development that focuses on improving performance and developing individuals' skills. Personal issues may be discussed but the emphasis is on performance at work. Coaching activities have both organisational and individual goals. It assumes that the individual is psychologically well and does not require a clinical intervention. It provides people with feedback on both their strengths and their weaknesses. Finally, it is a skilled activity which should be delivered by trained people. **CIPD**

Executive coaching is an experiential and individualised leader development process that builds a leader's capability to achieve short- and long-term organisational goals. It is conducted through one-on-one interactions, driven by data from multiple perspectives, and based on mutual trust and respect. The organisation, an executive, and the executive coach work in partnership to achieve maximum impact. **The Executive Coaching Forum**

"Executive coaching focuses on improving the performance of leaders & managers, by skilfully utilising their inherent expertise & knowledge so they find the most effective solutions to their problems."

John Leary-Joyce Academy of Executive Coaching

Executive coaching is when a person works individually with a coach on their own particular areas of strengths and weaknesses to fulfil their potential. **Sir John Whitmore – Coaching for Performance**

Executive Coaching is a facilitative one-to-one, mutually designed relationship between a professional coach and a key contributor who has a powerful position in the organisation ...The coaching is contracted for the benefit of a client who is accountable for highly complex decisions with wide scope of impact on the organization and industry as a whole. The focus of the coaching is usually focused on organisational performance or development, but it may also serve a personal component as well.

Summary findings from the International Executive Coaching Summit, October 1999

'A form of tailored, work-related development for senior and professional managers which spans business, functional and personal skills' **Institute of Employment Studies**

Those working with senior level executives who have fiduciary responsibility to multiple stakeholders; stewardship of human, financial, intellectual, capital and social resources; and economic, social and environmental well-being of entire communities. The Executive Coach working with such individuals serves as strategic partner to the executive leader and his/her team. The Executive Coach's skills include business acumen and financial management, leadership and organizational skills, analytic and innovative thinking as well as an ability to inspire trust and commitment to action.

ICF Summit, Florida, 1999