



# Hamilton-Chase Consulting

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applying  
behavioral science  
to enhance  
executive and  
organizational  
performance

*“Even if executive coaching costs \$50K (which it doesn’t), it’s barely a rounding error to invest in the coaching of a key player who has responsibility for millions of dollars and for key human resources. Coaching is a success if one direct report, who used to be too intimidated to speak up, comes up with an innovative idea.”*

**- CEO, Fortune 100  
Company**

*“Our bottom line is that good executives do not grow on trees. They are “grown” by responsible corporations that provide, over a period of many years, the nurturing and developmental experiences necessary to equip individuals to master the ultimate executive responsibilities. It is therefore essential that each corporation has a system to grow its own executives.”*

**- Potts & Sykes  
Executive Talent:  
How To Identify and  
Develop the Best**

*“A key goal of successful introspection is authentic self-confidence. That is, not the overbearing bravado of a command-and-control manager, but an openness to facing uncertainty, ambiguity, and paradox. The most effective leaders are able to be both vulnerable and quietly self-confident at the same time, more open about their weaknesses than their strengths (which speak for themselves).”*

**- Mark Brenner, Ph.D.  
Chairman, TGCP**

## Executive Coaching for Managers, Professionals, and Leaders

### Objectives:

To accelerate and optimize the development of key contributors to an organization

To build high performance leaders - now, and for the future - who can fulfill the organization’s vision, goals, and business strategy

To maximize managerial bench-strength and overall organizational capability: have the right person for the right job at the right time

To retool command-and-control managers into effective leaders of the flattening, information-based organization

### High Performing Executives vs. Under Performing Ones

We now know a great deal about what differentiates the successful leader from the under-performing one. Successful people are aggressive learners. They are individuals who:

Constantly seek feedback and are extremely analytical about their successes and failures

Possess a finely tuned capacity for self-reflection and self-awareness

Seek a wide variety of experiences, out of both a sense of curiosity and the sense that experience is the best medium for self-discovery

Constantly strive to learn something new and different by searching for comparisons, contrasts, and generalizable insights

Find ways to apply new learning to new situations

Use strengths to modify weaknesses

**The good news is that much of what it takes to be an aggressive learner is coachable.**

## How We Do It

Specializing in optimizing human performance, our firm has designed a powerful individual Executive Coaching program that integrates our core competencies:

Advanced psychological testing and assessment

Computerized 360° technology

Keen diagnostic skills

Accelerated development strategies

Motivating and creating true behavioral change

By integrating these performance development capabilities, we assist the candidate in assembling the three essential ingredients for high performance:

- Feedback (both broad and deep)
- Multi-faceted motivation to make changes, and
- Change partners for their development initiative

Together, these three elements serve as the infrastructure for a Blueprint for Action that guides the candidate forward.

## Program Principles

The Executive Coaching program is designed around the principles of adult learning. It's now well established that adults:

- Prefer self-direction when involved in learning and development.
- Improve their performance best through experience, experimentation and low risk; adults develop most effectively and most efficiently on the job.
- Develop only when there is a clearly perceived need (i.e., pressure) to change. In essence, learning for adults is a response to problems and challenges.
- Are competency-based learners, in that they are motivated to learn and change only when they can apply the learning in a pragmatic way to immediate circumstances. That is, utility rules.

## Our Executive Coaching Program unfolds as follows:

### I. Assess

Conduct a series of life-career interviews with the candidate, focusing on:

- personal and work history
- interpersonal experiences
- attitudes, values, interests, and aspirations

Assess the candidate using an array of business-based computerized psychological inventories and 360° tools

Integrate performance management data into the assessment

Forge a consensus on any problem areas and developmental objectives

### II. Plan

Deliver an in-depth, confidential debrief of all assessment findings. Identify the candidate's key strengths and areas in need of change.

Clarify inner motivators for change and inner resistances to it. Harness the former and neutralize the latter.

Synthesize findings into a **Blueprint for Action**

Detail the **specific behavioral changes** required – precisely what does the candidate need to continue, start, and stop doing?

Identify potential **impediments** that could hinder the developmental effort – inner, interpersonal, and organizational.

Enlist the involvement of others. Development requires support from others, playing an array of roles: coach, mentor, colleague, friend, role model, protégé, advocate - **Change requires change partners.**

Establish **time frames** and **metrics**, against which progress is measured.

### III. Act

Recognize and reciprocate with those who gave feedback to the candidate. Enlist one or more as a change partner.

Debrief candidate's superior and involve them in refining the *Blueprint for Action*.

Conduct action experiments during real-time, day-to-day work life, then debrief and further refine with coach.

Measure progress against plan.

## Final Thoughts

Executive coaching can help people develop new skills, leverage their strengths in new ways, manage their weaknesses more effectively, and prepare them to meet new challenges. Keep in mind that adult learning takes place over time; most coaching candidates have taken *decades* to become who they are, so it's to be expected that it will require 6-9 months and 20+ hours of in-person contact to produce substantive and sustainable development.

People can indeed change, but the most permanent change is realized when people develop from *the inside out* - beginning with self-awareness (an elusive element at best). By analogy you can probably do an acceptable job of combing your hair while staring out the window, but chances are you'll achieve better results by using a mirror. Self-awareness is critical because it helps people to consciously emphasize productive traits and behaviors, while self-managing the counter-productive ones.

Whether we're talking about the development of key contributors, the turnaround of potential derailers, succession planning, or even teambuilding, there is one strategy that is more effective than any other:

**The most substantive and permanent change is realized when people develop  
*from the inside out.***

Consequently, whenever we're working to help people be their best, the surest strategy is to begin by focusing on the *inside* (that is, self-awareness and self-understanding) before the *outside* (that is, skill-building and on-the-job development). This strategy has proven to be a more certain way of assisting people through the process of behavior change, self-development, and performance enhancement.