

personalized support from a coach to help them reach a goal and become a more successful leader (Vaia, 2018).

Postulation

Executive Coaching (EC), Leadership Coaching (LC) remained vital in their way, having said that, with the time, the need arises for definition and framework of their cumulative effect: which developed the shape of executive leadership coaching, emphasizing leadership capacity development during the coaching of executives. Adding all the ingredients of EC and LC; generated the Executive Leadership Coaching (ELC) meaning and framework by Jibrán Bashir Leadership Institute. It covers all the facets of EC and LC, where EC includes mainly business results and people management aspects, and LC comprises unleashes the hidden potential of leadership in executives and helps them unleash this potential in their teams as well. Its focus is on how to be mindful and inspirational with impactful communications. It is selfless and confident versus indifferent, insecure, and egotistical. Being mindful is different from traditional management as leaders earn the respect of their teams by being authentic or who they are and not just because they have a title. It is about relearning how to be human to your staff and the organization at large (Rande, 2020). Executive Leadership Coaching typically includes how to develop or coach the employees on communication, creativity, decision making, and teamwork. We also propose a detailed process of ELC, here it is:

1. Agreement

The general sense of the agreement is that it includes two or more parties, such as individuals, groups, organizations or businesses, who decide what each group will or will not do. In the sense of coaching, making commitments about what each person will or will not do is key to an agreement between coach and client. Thus, the provider may wish to specify not only what it

promises to give, but also what it needs to be withheld (Fielder & Starr, 2008). So the first step of Executive Leadership Coaching is Agreement, based on mainly following 4Cs;

I. Confidentiality by Coach

Coaching is a matter of confidentiality. Confidentiality is important for building the trust required for a successful working partnership between the client and the coach. This coaching arrangement, as well as all details (documented or verbal) that the Client shares with the Coach as part of this partnership, is bound by the rules of confidentiality (Peterson, 2011).

II. Commitment by Coachee

The Agreement also requires the Coach's pledge to be prepared for each meeting, to be thoughtful, to exercise self-analytical activities, to obtain input on his success, to become self-aware. He would be completely committed to make substantial changes to himself. And he will be consistent and disciplined in the coaching process (Cox & Bachkirova, 2007; School, 2004).

III. Coverage of Coaching

It covers the coaching process, the approach, the broad content anticipated, the results and any other relevant information. This section of the agreement is very much needed for the clarification of both parties (Isin, 2012).

IV. Cost of Coaching

The last part of the agreement relates to the Coaching Expenditure borne by the coachee specifically for coach fee and travel expenses (if any). Here it is necessary to note that only the "Analysis" phase can be settled on the cost sum in the initial agreement. After a thorough review, the cost of the remaining coaching process will be determined so that the exact coaching material and length will be finalized first in the light of the analysis (Isin, 2012).

2. Analysis

Psychometric Testing of Executive: Personality tests are highly useful for Coaches to consider the personality of their clients. The outcomes of these assessments would diagnose the degree to which the client's personality matched or did not fit the personality of the organizational leader.

360 Degree Feedback: Get input on the client from the board of directors, the head of the line, and the head of the business organizations where the client registered as a member, close to one or two colleagues, and the spouse. This input can help to clarify the client's behavioral conduct and leadership behavior in a number of scenarios, since only the people around the leaders are the stakeholders in his behaviors in happy, tense, or crisis situations.

One on One interview to assess two factors are also very important:

- a. The executive SWOT (Strengths, Weaknesses, Opportunities and Strengths) will be addressed in the coach's interview with the client in order to understand his exact image. This image will support the coach in the upcoming coaching session.
- b. Challenges Analysis (Business or Related People) during the interview can allow the coach to know the exact challenges that the client is actually facing and why he / she and the organization are not performing or are unlikely to succeed in the future.

Job Analysis of Executive

Repeat the executive role study by interviewing or analyzing the client's behaviors that he / she usually does in the company. Where the client spends his time, what efficient things he does as a leader, and what are all the non-value - added tasks he does, and what is the reason for him for carrying out all the tasks.

Live Meeting/s Analysis of client with his team & Other Stakeholders

During the official meetings of the client with employees, suppliers or clients, the coach would examine the client as a silent observer how he led and behaved in meetings. What's more, is his meeting fruitful or just a waste of time for him and the organization (Pfeiffe William, 1972)?

Loss Analysis

Here loss analysis means the current financial and non-financial losses he or his company is facing and will also analyses the root cause of those losses, which can be found during the overall analysis process.

Analysis Feedback

At the end of the analysis, the coach will present the feedback to the client so that an accurate “Action Plan” can be formed based on analysis results.

3. Action Plan

The Action Plan phase includes the creation of a coaching strategy guide, which will primarily cover two areas.

SMART (Specific, Measurable, Attainable, Realistic and Time bounded) goals setting brings structure and tractability into goals and objectives. Instead of vague resolutions, SMART goal setting creates verifiable trajectories towards a certain objective, with clear milestones and an estimation of the goal's attainability. In case of Executive Leadership Coaching, it's not an overstatement to say that coach and executive must develop SMART goals of coaching because these goals will be the biggest indicator of success throughout the engagement.

Once goals are set, the next step is to agree on the content outline, suitable format and also the length of each session. Content will be derived from the analysis results, the formats can

be face to face or virtual or both and the timings of each session will be decided mutually by client and coach ("Smart goals," 2020).

4. Application

The Application is the fourth phase of Executive Leadership Coaching, and it is the core of whole coaching process. Here the meaning of application means “One-on-One Coaching Sessions of Client with Coach. These sessions are mainly based on conversation to get the desired outcomes. To make these conversations effective, coach must remember these 4 guidelines:

Set Coaching Conversation Goals

At the start of each session, Coach and Client must set the goals they want to accomplish at the end of the session. To set goals, the coach should ask the client questions at the beginning of each session, and then write down the client's responses (John, 1980). Questions are following;

- ✓ What is your goal related to this particular session?
- ✓ What are the benefits for you in achieving this goal?
- ✓ Who else will benefit and in what way?
- ✓ What will it be like if you achieve your goal?

Listen carefully

Don't guess what the conversation is about or what it's going to take. Truly listen, making space for others to think, reflect, and express themselves. Start developing your active listening skillset, but know that genuinely listening goes beyond active listening, listening to understanding.

Don't guess what the conversation is about or what it's going to take. Truly listen, making space for others to think, reflect, and express themselves. Start developing your active listening skillset, but know that genuinely listening goes beyond active listening, listening to understanding. That's where we often find unstated objections, sensible reservations, and concealed barriers that might torpedo new initiatives. Stronger and more robust solutions to business challenges emerge when people are really listening to understand one another.

Respond thoughtfully

Coaching is not about a fast fix or a first solution. It's about uncovering answers through analysis, transparency, and discovery. Start by asking powerful questions that draw more details or extend the thought of the other person, such as:

- ✓ What else could you do?
- ✓ What else occurs to you?
- ✓ Who else have you talked to about this?
- ✓ Who else is affected in this situation?

Beyond building shared awareness of the truth, posing powerful questions like this will help to reveal knowledge that may not have come to light otherwise.

A non-directive question like, "How do you want your team to feel when you launch a new initiative?" Is there likely to be more thought and more perspective than asking, "When are you introducing the new initiative?" While the above query may be helpful in bringing the person inquiring to date, it is not especially powerful and is unlikely to add any real value to the person responding, as they simply repeat a simple fact that they already know.

Coach must make sure to set a comfortable tone, keep eye contact, and give coachee plenty of time to reflect and answer the questions. Coach must have encourage coachee to express themselves without any consensus or disagreement.

Resist imposing your own solution

Step away from a normal and natural inclination to want to solve problems or give advice. There are moments when you can steer or give responses, but coaching conversations are about understanding the other person, not about your opinion or knowledge.

The real art of communication, taught by neuroscience, is balancing an acceptable balance of difficulty and help. Providing help involves ensuring that people have been heard and, in particular, that their thoughts and beliefs are recognized. It provides an essential sense of psychological stability, creates trust, and promotes integrity and accountability. Further help means that coaches share various company and people management principles, systems, pictures and videos with clients to give them suggestions about how they should think to solve a specific matter. A further coach would also make it easier for the client to improve him / her as a leader by exploring various leadership principles.

When that ratio is correct and practiced in an authentic rather than a formulaic way the challenge is received and actually promotes more positive discussion rather than defensiveness.

If you can listen carefully, reply thoughtfully, and stop forcing your own answer, you have the foundation for a coaching conversation. But if that conversation was a scheduled coaching session or an impromptu one, you've opened the door to fresh thought, fresh action, and useful learning (Ainsworth Chuck, 2020).

5. Appraisal

The appraisal of coaching sessions will cover five dimensions: 1) Satisfaction 2) Learning 3) Actions 4) Impact and 5) Return on Investment.

Satisfaction means the degree to which the coachee satisfies the programme, including its perceived importance. And how inspired a coachee is to use his job experience. This assessment can be carried out by the coach, months after the start of the programme at the end of the programme, through a detailed questionnaire (Albizu, Rekalde, Rodríguez, & Fernández-Ferrín, 2019).

Learning means how much coachee has learned, including faith in what has been learned. This evolution can be accomplished by interviewing coaches at the end of the programme (Benjamin, 2020)

Action means the use of preparation by executives in the work environment. Coach will follow up with the client to know the progress after a few time intervals.

Impact means the results of actions reflected as indicators of business effects, including efficiency, sales, earnings, employee engagement and growth. Coaching effects can only be accomplished by isolating coaching effects on impacts (Éva, Vágány, & Judit, 2015).

Return on Investment means estimating the client's financial return on his investment in executive leadership coaching (Éva et al., 2015).

Both impact and return on investment can be calculated by coaching by the compilation of client data sometime after the completion of the coaching programme, so that the client can appreciate the real value of executive coaching. There is also the probability, after the appraisal,

that the second round of the action plan, application and appraisal will be required in order to produce the desired results (Nader, 2017).

Framework

Executive Leadership Coaching is not just a buzz word in coaching world or it's not just one-on-one coach and client discussion sessions but a detailed logical process. Therefore, Jibran Bashir Leadership Institute is introducing a practical and result oriented Executive Leadership Coaching definition and framework based on following sequential 5As.

- 1: **Agreement** (4Cs based contract between client and coach)
- 2: **Analysis** (Assessment of Client w.r.t his Personality, Business Challenges and Leadership behaviors)
- 3: **Action Plan** (Prepare written plan of Coaching Program, including goals, content outline, format and the length of each session)
- 4: **Application** (Execution of One-on-One Coaching Sessions of client and a coach as per Action Plan)
- 5: **Appraisal** (Evaluation of Coaching on five dimensions of 1) Satisfaction 2) Learning 3) Actions 4) Impact and 5) Return on Investment.)

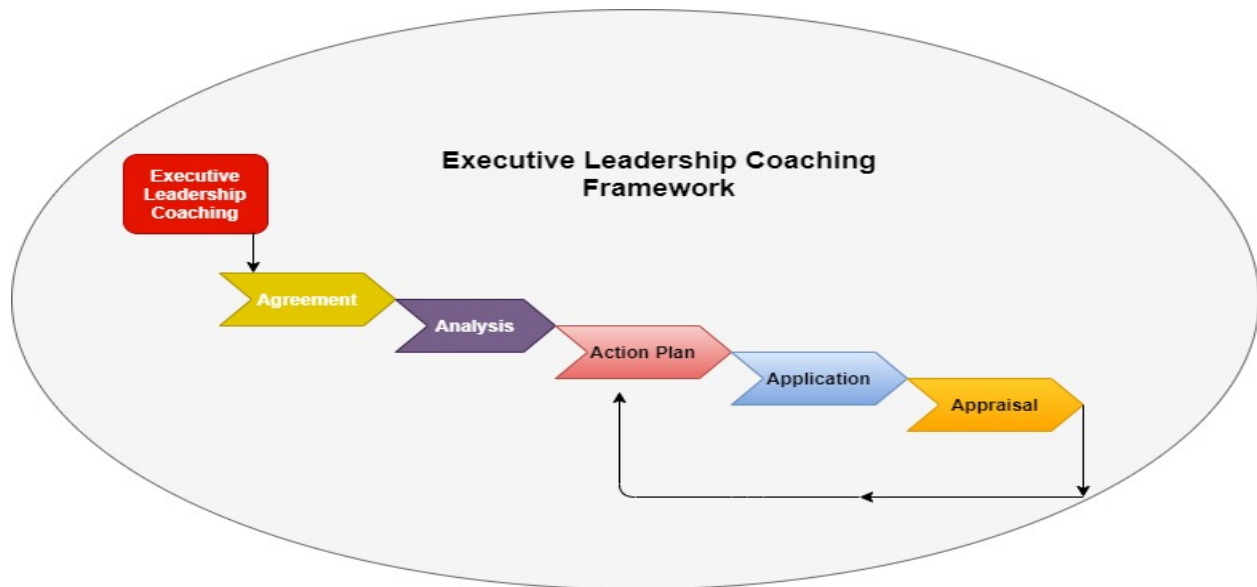


Figure 1: Executive Leadership Coaching Framework

Impact

Impact on Executives and Organizations

The Executive Leadership Coaching Framework prepares the executive as a result-oriented leader that can have an influence on a greater portion of the company in a shorter period. There is a following list of benefits organizations can get from Executive Leadership Coaching Framework;

- Executives will be prepared as great Business Leaders.
- Executives will act as a leader, who can prepare more leaders in organization
- Performance and innovation culture will be developed by the Executive.
- Executive Leadership Coaching will be able to polish executives' business management and leadership skills resulted in achieving both financial and non-financial targets of organization.

Impact on Executives Leadership Coaches:

Executive Leadership Coaching Framework is beneficial for coaches in following ways;

- Coaches have an applied and procedural way to coach their clients.

- Coaches can understand that what tools and techniques they can use during their coaching assignments
- By using Executive Leadership Coaching Framework, coaches can become result-oriented coaches.

Cessation

The client must choose an executive coach who should be crystal clear about his / her coaching method and sure about its outcomes. Vague conversations or over-enthusiasms by coaches may indicate that that an individual is more style than substance. Executive Leadership Coaching Framework is a solution for both the client and the coach at the same time because, through it, the client will receive efficient and systematic coaching and the coach will provide his / her results-oriented services in a defined and processed way.

Footnote

Ainsworth Chuck, B. R. (2020). How to Have a Coaching Conversation. *Center for Creative Leadership*.

Albizu, E., Rekalde, I., Rodríguez, J., & Fernández-Ferrín, P. (2019). Analysis of executive coaching effectiveness: a study from the coachee perspective. *Cuadernos de Gestión*, 2019-01-25. doi:10.5295/cdg.170876ea

Benjamin, F. (2020). 'I hear and I forget, I see and I remember, I do and I understand.'

Beth, N. M. (2007a). *Executive Coaching with Backbone and Heart: A Systems Approach to Engaging*: willey.

Beth, N. M. (2007b). *Executive Coaching with Backbone and Heart: A Systems Approach to Engaging Leaders with Their Challenges*.

Cox, E., & Bachkirova, T. (2007). Coaching with emotion: How coaches deal with difficult emotional situations. *International Coaching Psychology Review*, 2.

Éva, F., Vágány, J., & Judit, K.-D. (2015). *MEASURE THE SUCCESS OF COACHING A COAHING SIKERÉNEK MÉRÉSE*.

Fielder, J., & Starr, L. (2008). What's the Big Deal About Coaching Contracts? What's the Big Deal about Coaching Contracts? *International Journal of Coaching in Organizations*, 4, 15-27.

Gan Geok, C. W., Yuen Yee, Yen Wendy, Teoh & Rahman M Sabbir (2020). Executive coaching effectiveness: towards sustainable business excellence. doi:doi.org/10.1080/14783363.2020.1724507

Isin, A. (2012). Standard Operating Procedures (What Are They Good For ?). doi:DOI: 10.5772/50439

John, W. (1980). The practical coaching model driven by a powerful coaching philosophy.

Keil, A. (2020). Coaching for Leaders: Why Executives Need Support, Especially in Times of Disruption *Center for Creative Leadership*.

- Nader, B. (2017). 10 Easy Steps for proving the “Value” of Coaching. *International Coaching Federation*.
- Nadine, P. (2018). What is the difference between Executive Coaching and Leadership Coaching? *International Coaching Federation*.
- Offstein Evan, H., Dufresne Ronald, L., & Childers Jr John, S. *Executive coaching explained: the beginnings of a contingency approach*.
- Peterson, D. (2011). Executive coaching: A critical review and recommendations for advancing the practice. doi:10.1037/12170-018
- Pfeiffe William, J. J., Diego San (1972). *MANAGEMENT BY OBJECTIVES*.
- Randee, L. (2020). Is There a Difference Between Leadership & Executive Coaching? *Energrowth Coaching*.
- Review, I. (2020). Leadership coachong leads to later stage development. *Arina*, 16(1).
- Sameer, D. (2017). 8 Key Reasons Why Every CEO Must Have a Coach.
- School, H. B. (2004). Coaching and Mentoring. *Harvard Business School Press*.
- Smart goals. (2020).
- Vaia, G. (2018). What is Leadership Coaching?
- Whitmore, J. (2017). Coaching for Performance: - the Principles and Practice of Coaching and Leadership, 5th Edition

