



Executive coaching

Setup of the coaching program.



The executive coaching program goals:

- **Help** leaders understand their role and style in an agile organization
- **Thinking** through people, structure, process
- **Reflection** on how to create business outcomes THROUGH agile
- **Change** the way you see 'organization', 'work'
- **Learn** new behaviors that fit a modern organization

Timing

- 30-60 minutes sessions
- frequency up to the coachee
- The initiative to schedule the coaching session lies with the coachee

Structure

- 24 hours prior to the session, the coachee sends an email with the questions/topics/themes to be discussed
- During or after the session, coachee sends coach an email with 'things that stood out in the call' along with action items within 24 hours
- Optional: set up a trello board with topics & actions (and avoid email)
- Anything we discuss is confidential unless agreed otherwise; some operational topics, important to the wider organization, will need to be shared.

Outcomes:

- Anything that happens 'on the ground' that the coach can help reflect on
- Reflection on OKR achievement, presentations to steerco, creating better outcomes, faster.

Agile organization

- Personal development, growth, learning leadership capabilities
- Structure. Process, people (how can Agile help create outcomes)

Leadership shifts

- Bring up a specific topic (e.g. decision making; BAU versus squad focus)
- Match with leadership capabilities and values
- We discuss how you apply this and what actions can be taken to get better at it

5 CORE LEADERSHIP CAPABILITIES

Agile Organization

Embracing Change



Change is constant. Change is a fact. We coach leaders on using change to create a better future.

Accountability & structure



An agile organization is organized around teams with less hierarchy. We coach leaders to keep the monkeys where they belong.

Vision, strategy & execution



Leaders create clarity on direction and set expectations. Teams execute in iterations, facilitated by their servant leaders. We help turn leaders into coaches.

Entrepreneurship



Entrepreneurs see problems and don't stop until they're solved. Ekipa helps leaders spread this 'missing function'.

Innovation



Innovations bring improvement in current processes and create new products. We help leaders create the right culture and programs to break the rules.

Agile leadership - shifts & behaviors

To grow leadership that supports the agile way of working, we've defined 5 shifts along with the desired behaviors. Leaders at all levels can use this to become stronger agile leaders.

01	From long term planning to iterations	<ul style="list-style-type: none">• Driving experimentation and 80-20 mindset• Understanding things change and clarity emerges step by step• The budgeting process supports iterative funding on the product or team level
02	From command and control to self organization	<ul style="list-style-type: none">• Trust (let people know what matters, then let them do it)• Providing feedback (in all directions)• push down decision making and make clear who can decide on what
03	From inside out to customer drives innovation	<ul style="list-style-type: none">• GOOB > stimulate people to improve products based on customer feedback• Allowing 'good enough' experiments to drive learning• coach people to see their contribution from the customer's point of view
04	From output to outcomes	<ul style="list-style-type: none">• The leaders always focus on outcomes, consistently communicate this with the team• moving away from individual kpi's towards shared goals
05	From silos to cross functional teams	<ul style="list-style-type: none">• co-creation, building on participation and empowerment• Gather teams around objectives, not roles• Work towards having cross functional teams with full time members• Hiring people for cultural and character fit, not for role fit



How to get most value

from our executive coaches.

1. Create clear outcomes

Work with your coach to define what it is you want from coaching. Answer these questions for yourself or discuss them with your coach:

- What are my expectations?
- What outcomes do I want to achieve?
- How do I expect the coach to work with me?
- What defines success for me?

Begin with intention and goals to get the most value out of your coaching experience. You can always adjust as you learn what can be accomplished.

2. Prepare

Use the structure outlined above. Think about the topics you want to discuss the day before your session; send them to your coach, so he can prepare.

Coaching enables you to 'look from the balcony'. You're 'in the dance' most of the time. Use this balcony time to reflect, wind down, grow and learn.

- When you give your time and focus to coaching, you are far more likely to have a successful experience.
- If there are many things to talk about, you will likely need to prioritize them with your coach, so you can limit your focus.

3. Be open and honest

Your coach is there to help you. Anything that you want to keep strictly confidential, will be.

Your coach can only help achieve outcomes as much as you and your team are honest. Establish the kind of confidentiality you need and the scope of coaching focus you want in order to have productive discussions.

Share the things you've tried before and why they did or did not work. Share your hopes, frustrations and reality so that your coach has a clear view.

Also give the coach feedback about his coaching style, the way he asks questions, the advice he gives, the way he approaches you.

Honesty often opens up problems and opportunities that have been avoided in the past.

Coaching is founded on ownership of the individual.

Coaches don't prescribe how to do work or give solutions to problems; they challenge with questions, share their insight, and offer advice. It's up to you to take what you hear and combine it with their experiences and knowledge.

At first, it might feel like the coach isn't doing anything to help. You may think to yourself, *"All she did was ask me questions!"* Ownership of learning is a mindset that can be difficult to practice at first. Over time, with a coach's encouragement, change can happen.

After every session, send a summary to your coach. Add action items to your backlog (your personal OKR?). Execute them and share what you learned with your coach in the next session.

The coach is your mirror. You must own the changes and actions for change to happen.

5. Stay connected

Successful coaching experiences are founded in connection and trust. Both you and your coach must give time to the relationship to be connected and build trust. Your coach will actively seek connection; it's up to you to respond.

It takes more than a few meetings to learn new capabilities or unlearn skills that are no longer serving you. Work out with your coach what you can reasonably commit to that will still give you a chance to derive value from the process, and then commit!

You don't need to wait for the coach to reach out. Actively seeking out help and scheduling sessions will help accelerate your growth and the outcomes you're creating.