

Executive Coaching to Activate the Renegade Leader Within

Renegades Do What Others Won't
To Get the Results that Others Don't

THE *RENEGADE* LEADER.[®]

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Introduction

Renegade Leaders are a unique breed of leaders.

The Renegade Leader faces a unique set of challenges that are specific to their Renegade Tribe. And these challenges require a special form of Executive Coaching that customized to the Renegade's unique make up, drive, vision, motivation, and obstacles.

My goal is to address how a unique style of Executive Coaching that is customized for the Renegade Leader can help these talented individuals achieve their big visions.

What is a Renegade Leader?

Renegade leaders have several rare qualities that set them apart from the crowd and put them on the fast track to big success.

Renegade Leaders reimagine, rethink, and reinvent themselves and their companies consistently. They are agile, driven, and passionate about their role – it's not just a paycheck for them, it's a purpose. They're forward thinking; they can see trends in their industry and make the necessary shifts to stay ahead of the game.

Renegade leaders have a long-term vision for their company which involves playing big, making no excuses, and staying fiercely dedicated to their company's growth.

As front-runners, they are the first to implement new ideas and innovations. They see possibility where others see barriers.

Renegade leaders are creative, flexible and current. They take responsibility for driving the company culture with collaboration, joint leadership, transparent communication, and innovation.

Renegades will do what others won't to get the results others don't.

When Renegade leaders succeed in inspiring others in the company to get on board their vision, the company has game-changing results.

Examples of noteworthy Renegade Leaders include Steve Jobs and the innovative ways he defined Apple as a brand, Meg Whitman who is taking HP into new directions and Howard Schultz who reinvented Starbucks, turning around the fate of a declining company and bringing it to its greatest success: **They are iconic Renegade Leaders.**

The Unique Challenges of the Renegade Leader

Renegade Leadership is not without its challenges. One of their biggest obstacles is inspiring others to get on board their big vision for the company. They are often the mavericks – the misunderstood geniuses – who are on the right path, though others may not see it because the Renegades ideas are outside the corporate box.

There is a disconnect between the vision they see for the company and the ability of their teams to get on board that vision. The Renegade Leader often finds that their message isn't heard or understood, and there is no buy-in for their vision. They may even wonder if they are the one who is creating the obstacles.

Renegade Leaders often feel stagnant, particularly in environments that do not embrace their innovative ideas and forward thinking. They might feel overwhelmed by their responsibilities and lack confidence in their people. They might be frustrated with the interpersonal drama at the office and are tired of putting out fires. *Yet they know that leading others is a skill they must master in order to achieve their big vision.*

Renegade Leaders are highly driven and often feel a sense of urgency. They have a strong need to grow the business of the company, and they know they need to bridge the gap between them and the talent they work with so that the company can make that quantum leap.

Often there are Emerging Renegade leaders haven't yet embraced their Renegade role. They may work in traditional environments where innovation and thinking outside the box are discouraged. Their Renegade spirit needs to find expression before that fire gets put out. They need a formal permission slip – plus the skills and the mindset – to step into their Renegade roles and lead their teams with confidence.

The truth is, today's leadership style no longer works with today's workforce.

The top-down, command-and-control structures that have dominated the leadership culture for decades has become outdated. Businesses are suffering from these old structures and the employees suffer too. Employees aren't as responsive, direct orders no longer go unquestioned, and few teams are ready to leap into action. This comes at a high cost.

Studies showed that just 27% of employees are engaged. According to the Gallup organization, this problem costs companies an estimated \$350 billion a year in lost productivity.

But the cost for the leader is far greater than that than money.

The deep pain that leaders feel from being devalued, not seen, and ineffective can be intolerable. And the possibility that they may not achieve their big vision is devastating.

It's the pain business owners and executives feel when their dreams are not realized and their company fails or is barely getting by.

In today's work place, executive's are under increasing pressure to deliver bigger and better results, and to lead their organizations through complex and ambiguous change.

They are expected to anticipate the needs of customers, manage remote teams, secure a competitive advantage - and do it all better, cheaper and faster than before. They have to do far more with far less.

Organizations depend on their key leadership talent to lead them into a successful future. And it's no small ask.

The road to success contains more hazards than before; invisible pressures that hold many well-educated and talented leaders back from fulfilling their potential.

The Renegade Leader needs to sharpen their leadership skills and evolve at a faster rate than ever before; they need individualized development and support that can enable a quality of thinking and action that keeps them at the top of their game. They need a unique combination of leadership skills, strategic planning and personal growth.

An Executive Coach who understands the unique challenges of the Renegade Leader can provide this. *But, how do you know if executive coaching is right for you?*

What is Executive Coaching and How Can it Help Renegade Leaders?

First, let us define the process of executive coaching itself as an integrated development process that helps individuals grow through the setting and achievement of goals. Goals these individuals believe passionately, both personally and professionally. It is then about tapping into the individual's unique experience, talents, and wisdom and coaxing out improvements, be it a new product, a new way of doing business, or a new way of interacting with and leading others.

Simply put, coaching enables the individual to fulfill their potential, and a coaching culture enables the organization to do the same.

For the Renegade Leader, achieving their big vision for the company is tantamount to their professional and personal fulfillment, as they are driven by passion and purpose, and not by the bottom line.

As the Renegade Leader begins to see their vision take reality, this creates momentum, which motivates the leader to increase their investment in their company's performance, and this spurs them on to greater and greater success.

Conversely, if the Renegade Leader does not see progress, they begin to think that their big vision isn't possible within the confines of their company and the limitations of their people. Consequently, the leader will stagnate, blame themselves, and often give up. In this instance, both the leader and the company lose, never achieving the greatness they were capable of.

Coaching is extremely relevant to executives and leaders within a wide range of organizations. An executive coach brings out the best in people, challenging them to grow, to search for new answers and perspectives.

They can be invaluable in giving clear, objective feedback and offering distinctions that the executive cannot see for themselves. Executive coaches develop business leaders by observing them, guiding them into new practices, highlighting habits, encouraging them to improve, and enabling them to excel in areas they may not have even thought possible.

Executive coaching drives a culture of high engagement and positively focused energy throughout the organization. This engagement is essential for the Renegade Leader to motivate those around them to get on board their big goals.

The process itself enables individuals to step back from the routines of their daily activity and identify new solutions to those insurmountable problems that can often be challenging to even acknowledge. It develops powerful leadership within organizations promoting a constantly evolving and dynamic culture where learning and development is embraced as the norm, and all individuals understand and actively engage in their contribution to achieving the organization's goals.

Reasons for Investing in Executive Coaching

There is only one valid reason for investing in executive coaching for your organization – to support your business strategy and objectives. That's it.

Anything else can mean the difference between a worthwhile investment with a strong ROI and a frivolous expense that only succeeded in wasting time and money.

Unfortunately many organizations seem to miss this critical point, and they invest in coaching for poor reasons:

- ▶ “Our competitors have coaching programs so we thought we should get one”
- ▶ “We need to free our managers from dealing with difficult employees”
- ▶ “We have a few managers who need therapy and help with their personal problems”
- ▶ “We want to reward our talent”
- ▶ “Our business leaders are frustrated and need to talk it out with someone”

Executive coaching is not therapy, counseling or a substitute for effective management.

However, when aligned, designed and implemented effectively, executive coaching offers a viable solution for a number of issues across business functions.

Many issues arise within organizations that can negatively impact both individual, leadership and organizational performance; Mergers and acquisitions, restructuring, critical skills shortages, individual transitions like relocations or promotions and of course, the one constant in all business – change.

It is in these situations that the right combination of individual coaching, group/team coaching and coaching skills training for managers forms part of an integrated and effective development solution.

Who Invests in Executive Coaching?

The use of executive coaching is widely reported to be growing rapidly. Coaching is now used by many of world's most admired corporations, from GE to Goldman Sachs.

Annual spending on coaching for individuals and corporations in the US is estimated at roughly 1 billion dollars. It is the second fastest growing industry across the world, second only to technology.

95% of organizations that use coaching have increased their utilization of coaching over the past five years, and not one has decreased their annual investment. This suggests that organizations have found increasing value in coaching over time.

In a survey by Right Management consultants, 86 percent of companies said they used coaching to sharpen the skills of individuals who have been identified as future organizational leaders. When asked for a conservative estimate of monetary payoff from the coaching they got, managers described an average return of 500 – 700 percent of what the coaching had cost their companies.

The 2013 study conducted by the **Center for Leadership Development and Research at Stanford Graduate School of Business, Stanford University's Rock Center for Corporate Governance, and The Miles Group** indicates that in addition to coaching for all lines of leadership, CEO's are the ones looking to be coached.

When asked "Whose decision was it for you to receive coaching?" 78% of CEOs said it was their own idea. Twenty-one percent said that coaching was the board chairman's idea.

Miles sees this as a positive trend: "Becoming a CEO doesn't mean that you suddenly have all the answers, and these top executives realize that there is room for growth for everyone. We are moving away from coaching being perceived as 'remedial' to where it should be: something that improves performance, similar to how elite athletes use a coach."

If Renegade Leaders are the front-runners, the forward thinking individuals who have the flexibility to embrace novelty and change, they are perfect candidates for executive coaching.

Executive Coaching Addresses a Key Concern of Renegade Leaders: Managing Conflict Among their Teams

How to handle conflict ranks as highest area of concern for CEOs.

When asked which is the biggest area for their own personal development, nearly 43% of CEOs rated “conflict management skills” the highest. “How to manage effectively through conflict is clearly one of the top priorities for CEOs, as they are juggling multiple constituencies every day,” says Mr. Miles. “When you are in the CEO role, most things that come to your desk only get there because there is a difficult decision to be made – which often has some level of conflict associated with it. ‘Stakeholder overload’ is a real burden for today’s CEO, who must deftly learn how to negotiate often conflicting agendas.”

Boards eager for CEOs to improve talent development – The top two areas board directors say their CEOs need to work on are “mentoring skills/developing internal talent” and “sharing leadership/delegation skills.”

Top areas that CEOs use coaching to improve: sharing leadership/delegation, team building, conflict management, and mentoring. Bottom of the list: motivational skills, compassion and empathy, and persuasion skills.

“A lot of people steer away from coaching some of the less tangible skills because they are uncomfortable with touching on these areas or really don’t have the capability to do it,” says Mr. Miles. “These skills are more nuanced and actually more difficult to coach because many people are more sensitive about these areas. However, when combined with the ‘harder’ skills, improving a CEO’s ability to motivate and inspire can really make a difference in his or her overall effectiveness.”

[View a diagram of the study on Executive Coaching](#)

Coaching Agendas

Coaching provides solutions for a variety of different business issues:

- 1. Executive development.** Promote a safe and efficient environment for senior business leaders to explore and address key development areas as individuals and/or to enhance the quality of leadership/teamwork in the senior executive team. Develop a powerful and strategic approach to the integration of people, culture and business objectives.
- 2. Succession planning.** Accelerate the readiness of potential talent through one on one or group coaching. This could be part of a high potential or fast track program that might also include leadership skills development, mentoring, cross cultural assignments and other learning interventions. Also equip managers with coaching skills to enable a focus on development with their direct reports, to identify and retain talent throughout the organization.
- 3. Strategic change.** Major transformations will require supportive people strategies that inspire engagement and/or changes in behavior to meet the performance targets. Barriers to performance can be addressed through one on one or group coaching, to convert stakeholders into change champions that accelerate the pace of transition. Managers can also be provided with the coaching skills to be able to help employees cope with the changes and identify solutions.
- 4. Workforce planning.** Increase employee retention and promote diversity by offering coaching to underrepresented groups. Improve engagement and employee satisfaction in those hard to fill positions.
- 5. Capability gaps.** Build necessary skills identified by assessments, peer feedback, poor performance through one on one or group coaching.
- 6. Transition support.** Provide assistance to individuals who are moving through critical career transitions (promotions, new functions, first global role, new responsibilities/function). Coaching can be used to effectively shorten the learning curve in new positions. It is particularly useful in reducing the number of failed international assignments, increasing employee satisfaction, decreasing stress, improving productivity and retention.
- 7. Learning and development strategy.** Provide integrated development solutions that use coaching to hold individuals accountable for meaningful and sustained behavior change. Offer follow up coaching solutions to leadership development activities, including stretch assignments and use coaching to shift the focus of development from the workshop to on the job.

Benefits of Investing in Executive Coaching

Executive coaching provides many different levels of value to both the individuals involved and the organization as a whole. A clearly defined return on investment should be defined early in the process.

Our clients report the following benefits:

- ▶ Increased profitability
- ▶ Increased employee engagement
- ▶ Improved retention rates
- ▶ Increased sense of community
- ▶ Decreased employee absences
- ▶ Increased job satisfaction
- ▶ Improved morale
- ▶ More opportunities for collaboration
- ▶ Improved levels of trust and openness
- ▶ Higher levels of innovation and employee suggestions
- ▶ Improved levels of teamwork
- ▶ Improved performance across the organization
- ▶ Better levels of customer service
- ▶ Increased sales
- ▶ Improved communication
- ▶ Improved perceptions of the Senior Executive Team (both internally and externally) including retention of the bench strength of the Senior Leadership team
- ▶ Improved capability of individuals to execute strategy
- ▶ Improved strategic alignment

Common Challenges to Executive Coaching

It is always best to identify potential challenges and obstacles so that particular attention can be paid to addressing and overcoming challenges as they arise.

The business benefits and ROI are not clear for executive coaching.

Recent research suggests that many organizations struggle to identify clear ways to demonstrate the business value of coaching and identifying how coaching outcomes link to business outcomes. This is essential to highlight the effectiveness of your coaching implementation. Leadership teams that set the purpose, expectations and outcomes for coaching may consider the next step of developing an evaluation strategy to measure and better manage the culture-change process. This strategy should include business metrics and analysis to demonstrate the return on the investment in the culture-change effort.

Challenge of global.

Building the capacity to develop a worldwide authentic, multicultural approach to coaching that is totally respectful of diversity in all its shapes, formats and colors. This challenge is only met through a real capacity to communicate and actively collaborate with international partners who empower connection to the common thread of humanity throughout.

Defining a clear approach to developing business leaders.

The approach to leadership needs to be clearly defined and communicated across the entire organization so that people can understand what is expected in terms of leadership. Clarity helps to shift the culture from management to leadership, where leadership is embraced through all levels of the organization.

Senior Leadership does not “walk the talk.”

Senior leaders set the tone for leadership within an organization. If their leadership does not embrace coaching in action, as well as their words, then a lack of trust will be prevalent within the organization. Senior Leaders are the role models who must embody and truly integrate a coaching approach into their leadership style in order for others in the organization to accept and embrace coaching as an integral part of their culture.

Lack of time and resources.

Time is a key resource within most organizations and with the increasing pressure placed upon performance it can be challenging for managers to set time aside for learning, delivery of training or to receive coaching. In part, this lack of time may reflect a culture where learning and coaching are not a top priority. Setting the course for creating a positive approach to coaching and explicitly making the links to the business will likely shift priorities and increase the time for learning.

Individuals need to be held accountable for their performance.

This is an organization wide issue, and is not merely confined to coaching. It needs to be addressed to improve levels of personal responsibility, general personal and business performance. One way of addressing the accountability issue is by linking coaching outcomes to business outcomes and evaluating progress on these outcomes. Assigning clear responsibilities for achieving these outcomes and periodically tracking the progress will reinforce the accountabilities for success and build momentum in a positive direction.

Coaching is not perceived in a positive light in the organization.

Although we do not come across this challenge very often, it still represents a barrier for some organizations. This may be due in part to the fact that, in some organizations, coaching is mainly used for derailing leaders and managers. In these organizations, it may be that being identified as a candidate for coaching suggests that a serious performance issue has been detected. How coaching is presented internally makes the difference between how it is perceived by the coachee and how it impacts the success of the coaching experience.

Is coaching right for your organization?

We live in an era of increased competition, tight budgets, smaller profit margins, downsized workforces and increasing stakeholder expectations. Many employees are struggling to achieve the goals of the organization whilst operating with fewer resources. This reality has forced executives to seek out more innovative methods of creating an edge that will help them fulfill their potential and deliver success against the organizational goals, successfully navigating the very thin line between success and failure. Many organizations are finding that an investment in Executive Coaching is the game-changer that enables them to build and maintain a culture of excellence. When the Renegade Leader and their teams are activated with the right support, mindset, and skillset to achieve their goals, the possibilities are endless.

Using Executive Coaching in Your Organization

Executive Coaching is often thought of a service that is provided face to face to individuals; however the growth of technology means that most coaching assignments now take place remotely using the telephone and Internet.

Increasingly, organizations are also adopting group/team coaching processes to both reduce costs and to make coaching more accessible at different levels throughout the organization. In our experience, group coaching can be an excellent support for managers and employees who want to work on real time problem solving. It offers a great way to drive higher levels of engagement through management change initiatives.

Key Elements of Effective Executive Coaching

Many clients ask us how to ensure that they make the right decisions around implementing executive coaching solutions for business issues. We have put together the following tips:

Get clear on your organizational strategy for executive coaching.

Executive coaching works best when it is an integral part of the organization culture. It needs to be strategically positioned with clear reasons for engagement and linked to other organizational components that tie the development directly to business strategy.

Make sure you select professionally trained coaches.

International Coach Federation (ICF) is the leading organization worldwide for the accreditation and certification of professional coaches. They include training on core competence areas with a strict code of ethics and professional conduct. In our experience, this is a necessary requirement for all coaches.

Make sure each coaching engagement is based on clear coaching objectives.

The criteria for measuring the effectiveness of the coaching engagement needs to be clearly defined at the outset and should include defining demonstrable needs, a documented action plan, and the alignment of individual goals to leadership and team execution.

Internal versus external coaches.

There is no one-size-fits-all answer to this question as every organizational culture is different and thus demands a unique approach. Some organizations are well placed to offer internal coaches to inspire and develop executives, whilst others would be better suited to bring in external coaches. Others use a combined approach.

Ask yourself the following questions to discover what would work best in your organization:

- ▶ Do we have the budget to train/hire dedicated coaches internally?
- ▶ Does current staff have the time and interest to serve as internal coaches?
- ▶ Are there conflicts of interest that would prevent internal coaches from effectively coaching others?
- ▶ How would internal coaches be perceived in terms of credibility?
- ▶ What value would an internal/external perspective bring to the coaching?

Allow coaching clients to select their own coach.

In coaching the quality of relationship between coach and client defines the quality of results achieved in the coaching. It is important that all coaching clients are offered a selection of coaches to interview, as it is essential that the client feels willing and able to form a partnership with the coach.

Ensure coaching engagements are formally structured.

While open-ended coaching engagements appeal to higher levels within an organization, coaching should not foster dependency. We recommend that you set a beginning and an end date and that you include best practice elements such as a coaching contract, needs assessment, clear coaching objectives, an action plan, and measures of accountability.

Develop formal evaluation structures that support individual and organizational goals.

Both individual and group coaching needs to be measured against pre-existing standards and organizational measures. Key performance indicators are usually a tangible way to evaluate the impact of coaching.

Make sure stakeholders are involved.

Individuals don't perform in a vacuum; their performance impacts others on a daily basis. As such, others can provide critical input, support, and accountability for coaching clients.

Protect coachees by ensuring that all coaching follows a clearly defined code of ethics.

Coaching must always be confidential. The coach's commitment must always be primarily to their coaching client to enable a deep and meaningful relationship to form. Individuals need to be able to trust the confidential nature of the coaching relationship. A formal coaching contract provides a way to define agreement around different expectations that can exist within organizations including, logistics, etiquette, roles, and responsibilities for stakeholders and management.

Integrate coaching into ongoing development and evaluation systems.

In order for the coaching to be relevant for the coaching clients on a daily basis, we recommend that clients discuss the key outcomes of the coaching with their performance advisors so they can incorporate their coaching goals into their individual performance plans. These are important connections that maximize the value of the coaching program beyond the limits of a normal coaching engagement.

How Long Before We See Results?

While the coaching process is not intended to be a quick fix, the individual short-term results are often immediate for engaged individuals.

Motivated leaders reflect on their hidden skills, enhance their problem analysis, and eventually become self-correcting after only a few sessions. In the long term, executive coaching not only improves staff retention, increases productivity, and empowers the entire staff, it ultimately benefits the individual client.

Critical Questions to Consider:

- ▶ What is the purpose of executive coaching?
- ▶ How are individual behaviors measured and linked to business objectives?
- ▶ How would you describe your current approach to executive development?
- ▶ What Learning and Development strategies need integrating with a coaching approach?
- ▶ Do you have a formalized database of staff, illustrating their skills, expertise and experience? What is your current level of capability within the organization? What internal coaching capability do you have currently?
- ▶ When is coaching the best development intervention?
- ▶ What other learning needs have you identified within the organization that could potentially be addressed with a coaching approach?
- ▶ Do you have any mentoring processes in place?
- ▶ Do you want an elite team of internal coaches?
- ▶ How will you develop the senior team to embody the development message to the organization?
- ▶ What is the prevailing attitude within the organization towards coaching?
- ▶ Will you be training management/supervisors as coaches?
- ▶ What ROI do you want to achieve from your coaching interventions? How will you measure progress?
- ▶ Who will be responsible for recruiting coaches?
- ▶ What challenges do you envision for your organization in the implementation of executive coaching?
- ▶ What is important to you in your choice of a service provider? Are you looking for a collaborative approach?
- ▶ Anything else you think we should know...

Conclusion

In today's business world, a new paradigm of leadership must emerge where we rewrite the old rules that no longer serve the leaders and the employees of the company. We can't do things according to the status quo. It's no longer working for leaders and employees of all levels. For a business to thrive, there needs to be a seismic shift in how leaders lead.

Executive Coaching can bridge the gap between the leader who is stuck in the paradigm of old structures that no longer work to the modern Renegade who leads with innovation, impact, and unstoppable confidence.

When a Renegade leader steps into his or her fullest potential, they light the path for other leaders and employees to do the same. The leader benefits, the employees benefit, and in the end, the company benefits.

Coaching can be a powerful process for leading a company transformation and ultimately experience its greatest success. It can help develop an organization's capability to perform and sustain a competitive advantage.

Coaching needs to be approached with clarity of focus to demonstrate tangible results for the business. These results come about by delivering high quality, consistent skill development and empowering a collaborative approach to supporting others on their journey to improved performance. If structured well, coaching is a highly effective process for changing behavior and focusing on performance issues.

If you are considering Executive Coaching as a development tool for your organization, you should be aware that developing a coaching culture across the entire organization can bring many benefits.

It is now highlighted as the most effective route to culture change and is an activity that is expected to increase in the future. Results are strong, indicating coaching as an effective process for increasing how leaders develop others and manage their performance. Coaching leads to greater knowledge that is more widely shared and utilized. Decision-making becomes more open, participative, and transparent.

Learning and development becomes viewed as a top priority, with less emphasis on making the numbers.



The Next Step...

At The Renegade Leader, we can help you decide if Executive Coaching is a valuable next step for you or your organization.

At our company, we:

- ▶ Foster the Renegade Leaders' unique vision and talent by developing their leadership dashboard so they can focus on what is most impactful.
- ▶ Help Renegade Leaders' powerfully communicate with influence and impact so their message is heard, understood and acted upon.
- ▶ Create a solid structure for the Renegade Leader to implement innovative ideas.
- ▶ Shift the organizational culture to align with shared values and to spur creativity, collaboration and positivity.

- ▶ Work collaboratively with HR and Renegade Leaders to define, plan, implement and evaluate the need for executive coaching
- ▶ Provide a team of fully accredited, high integrity, professional executive coaches who can work at Senior Executive levels and throughout all levels of the organization
- ▶ Establish the key drivers for executive coaching (through structured interviews, employee surveys and a variety of diagnostic tools)
- ▶ Align and integrate coaching into business and defining a comprehensive ROI
- ▶ Design and implement training programs in basic and advanced coaching skills – for both coaches, managers as coaches, and coachees
- ▶ Facilitate Senior Executive Team and HR strategic planning in Culture Change, Leadership and Advanced Coaching Skills
- ▶ Provide comprehensive training in our live and virtual Renegade Leader Virtual Leadership Academy offering wrap around support for all participants.
- ▶ Supervise and facilitate reviews for coaching experience and practice
- ▶ Support coaching with parallel programs in mentoring and leadership development as needed
- ▶ Provide practical comprehensive frameworks proven to produce results.
- ▶ Transfer skills within your organization, making Renegade Leadership possible at all levels.
- ▶ Measure progress throughout every engagement.

Are you Ready to Activate the Renegade Leader?

To get started, let's begin by having a conversation.

Contact CEO Debora McLaughlin at 603-324-7171 or 800-891-6875 or complete our Contact Us application at www.TheRenegadeLeader.com

Leave behind every compromise and step into what is possible.