**Stakeholder-Centered Coaching for Measurable Leadership Strength Gains**

The demands placed on business leaders today are higher than ever before, and achieving success requires a broader and deeper skill set that must be continuously developed. Encouraging Leaders aims to provide *Stakeholder-Centered Coaching* integrated with *Business Issue Processing* to help leaders and teams acquire and reinforce the necessary skills for success. Our goal is to assist organizations in achieving healthy, profitable, and sustainable business growth by encouraging coaching at all levels, starting with the most senior leaders.

Leaders have three primary responsibilities: delivering business results, fostering the growth of those they serve, and improving as leaders themselves. At Encouraging Leaders, we believe that true development occurs on the job rather than in a classroom, and that the individuals with whom a leader works have a significant impact on their growth. Just like in other areas such as sports or education, "iron sharpens iron," meaning that good leaders who involve others in their strength training become even stronger and better leaders. The process we use has over 30 years of benchmark research to support this belief and it is reinforced by decades of our team’s leadership experience coaching and building coaching systems.

Our team-based approach to leadership development is based on this research and involves key individuals around the leader as sources of challenge and support. The act of enlisting stakeholders builds trust and credibility and allows the leader to model next-level leadership.

**Coaching Process Overview**

1. **Goal development**: Focus on strengthening high-leverage leadership behavior.
2. **Stakeholder Enlistment**: Good use of others for feedback and support.
3. **Execution**: *Where the rubber meets the road.*
4. **Follow Up**: Quick, focused check-ins with stakeholders. Most important step.
5. **Coaching / Debriefing**:1-2x / month, but as much *(or little)* as needed.
6. **Measurement**: Progress measured at 5 and 11 months (for 12-month cycle.)
7. **After-Action Review**: Full-cycle debrief of learning, application, transition.

**Working Conditions**

1. **Confidentiality**: Trust is the bedrock of the leader-coach relationship.
2. **Decision-making**: Leader decides; coach recommends.
3. **Satisfaction Guaranteed**: Leader or Coach can terminate agreement at any time; monthly payments based on satisfaction. Refund of up to one month.

**Coach Responsibilities**

1. Tailor process to leader’s needs and schedule.
2. Assist leader crafting goal and enlisting stakeholders.
3. Accommodate leader’s schedule for calls, meetings, and special requests.
4. Provide honest assessment, healthy challenge, and strong encouragement.
5. Return calls and emails within 24 hours.
6. Provide support to stakeholders and ensure process is working.
7. Model skills for giving and receiving feedback and suggestions.
8. Honor highest level of trust and confidentiality.

**Leader Responsibilities**

1. Identify and reflect on personal core values.
2. Commit to goal and share it with stakeholders.
3. Enlist stakeholders for challenge and support. (Humility.)
4. Seek feedback and suggestions monthly from stakeholders.
5. Try behaviors outside of comfort zone. (Courage)
6. Follow up monthly with stakeholders, using 7-step process. (Discipline)
7. Debrief regularly with coach. (1-2x / month.)
8. Focus on *“end in mind”.*

**Investment:**

Twelve Months: “*Pay as you go”* at **$5000**/month starting in the month of       (Invoices are sent at the beginning of each coaching month w/Due Upon Receipt as terms). No limit on frequency of coaching for leader or stakeholders; whatever it takes. If leader decides to continue, agreement can be extended. If client terminates agreement before the end, client pays only for each month of service to date. If coach cancels or if satisfaction with coaching relationship is not 100%, Encouraging Leaders will either provide an alternate coach or provide a refund for current month of coaching.

In the aim of continuous improvement, many leaders extend the agreement for another cycle and/or work to integrate additional team members into the coaching system as part of their cultural transformation work.

In all cases, the client can terminate the agreement at any time if not 100% satisfied.

**Agreement to Proceed:**

With our signatures below, we agree to proceed with executive coaching as outlined above.

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 *Leader Date*

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*Encouraging Leaders* *Date*

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| **Detailed Contact Information:** |
| *Full Name* |  |
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