



# Executive Coaching

B,43 , May flower Shakti Gardens, Nanjunda puram road, Ramanathapuram  
Coimbatore – 641036; email : [sreeniraok@gmail.com](mailto:sreeniraok@gmail.com); Cell : +91 96009 66556

# Ram is put in Charge of the Business in China



- Ram had been working in XXX Ltd for the past 9 years.
- He had been a very successful Manager.
- He managed two Plants and managed them very well !!
- He played a major role in the company getting the Deming Prize.
- Now, Ram is put in charge of the Company's business in China.
- This assignment requires Ram to become a holistic person. He has to think like a CEO and not like a Plant Manager.
- Ram had been dealing with Internal environment whereas the assignment demands dealing with outside environment !
- Ram is an introvert by nature !
- Ram's boss is worried whether Ram would be able to make the change !

# Ketan finds it difficult to transit in to Operations role



- Ketan joined the company 8 years back as Dy. Manager and progressed quite swiftly to the position of DGM.
- He did very well at functional level. He was one of the best Managers that Company had seen. He works in Quality and is very good at the function.
- Ketan wants to grow to an Operations role. He has his boss's support.
- Ketan is put in charge of a small Plant.
- Ketan is not able to get along with his colleagues in R&D , Marketing.
- He seems to be thinking that there is just one way of doing things and that is his way !
- Marketing team complains that Ketan is not accomodating their requests which come from customers.
- Ketan is very uncomfortable in the Plant head job which requires a lot of co-ordination with people.

# Kannan finds it difficult to deal with his colleagues



- Kannan is a brilliant Engineer !
- He joined the Company's R&D 12 years back. He developed number of products for the Company.
- The Products have fetched about Rs 800 crores to the Company in last 4 years !
- Kannan was sent to USA for training for 2 years.
- Kannan came back and started the development of many more products which are very critical to the Company's future business !
- Kannan is very abrasive with the people around him. He is a very strict disciplinarian and expects every one to be highly disciplined.
- The Business development , Marketing teams who need to interact with Kannan are very uncomfortable dealing with him.
- Couple of senior people refused to deal with Kannan if he does not change his ways !

# Shiv is elevated as CEO of his company and..



- Shiv grew up with the Company for the past 15 years.
- Now, he is named as the next CEO of the Company.
- Shiv delivered a lot of results for the Company.
- He is a strong personality. He has very clear ideas on the way things should be done.
- Many times in his earlier role of Marketing head, he used Directive style.
- He was not comfortable in delegating for the fear of the work not getting done to his satisfaction.
- Now, the Chairman of the Group is concerned about this aspect of non-delegation.

# Investing in the Human Resources for Results..



- Business Opportunities are there for everyone in the World of Business.
- Only those who have Competent People can exploit these Opportunities.
- Every Company has their share of People who can do 'more' in the Company.
- These Employees many times can do with some help to deliver their 100% to the Company.
- This Is where the Executive Coach comes in. The Coach is used to ensure that the Employee is supported well and is helped to get to the next level.
- Unlike any other type of Training, Coaching helps the Executive to learn while working.
- Due to its unique one to one nature, it accords a high level of respect to the Employee concerned.

# Human Behaviour and Interventions



Training

Coaching

Therapy

# Where do working people seek help ?



- Informal Sources of help :
  - Family
  - Friends
  - Acquaintances
- Semi-formal Sources of help :
  - Managers
  - Mentors
- Formal Sources of help :
  - Counsellors
  - Psychiatrists
  - Psychologists
  - Consultants
  - Coaches



# Short explanation of Various Helps



- Therapy is synonymous with Treatment. Eg. Transactional analysis, Neuro Linguistic Programming etc. This is for people who are ill. A Therapist deals with past problems whereas a Coach deals with future Opportunities.
- Counselling looks for causes behind the problem or performance deficit. Whereas Coaching emphasizes on new competencies. Counseling is mostly reactive after the problem is reported. Whereas Coaching is mostly Proactive.
- Consultants usually are expected to provide answers whereas Coaches evoke the answers from the Coachee.
- Mentoring is usually from a person with more knowledge to a person with lesser knowledge. Mentoring is informal whereas Coaching is very formal. Emphasis of mentoring is on inspirational role modeling whereas Coaching emphasizes on Personal change via self awareness and reflection.

# Executive Coaching



Executive Coaching is defined as “A helping relationship formed between a client who has managerial authority and responsibility in an organization and a consultant who uses wide variety of behavioural techniques and methods to help the client achieve mutually identified set of goals to improve his / her professional performance and personal satisfaction and consequently to improve the client’s organization with in a formally defined Coaching agreement”.

Richard R. Kilburg, 2007

# Typical areas for Coaching



- Better delegation
- Getting out of micro managing
- Enhancing Executive presence
- Building assertiveness
- Managing seniors, young employees
- Learning to think strategically
- Increasing managerial skills
- Planning, Leading, Controlling, Decision making
- Enhancing flexibility in behavioural responses
- Coping with Stress etc.



Action orientation

Current Situation

Change Agenda

Practical Strategy for getting there.

New Perspectives

New Possibilities

New Improved Performance

Powerful conversations

Psychometric Tools

# Getting Results in an Organization..



Getting results in any Organization is a topic of maximum interest.

Managers who have excellent skills need not necessarily be those who are highly effective.

Getting results requires a few pieces of the Organizational puzzle to fall in place.

This Coach is highly experienced in this area of Managerial Effectiveness. He studied the people over a period of 25 years and trained many Managers to become much more effective at their work.

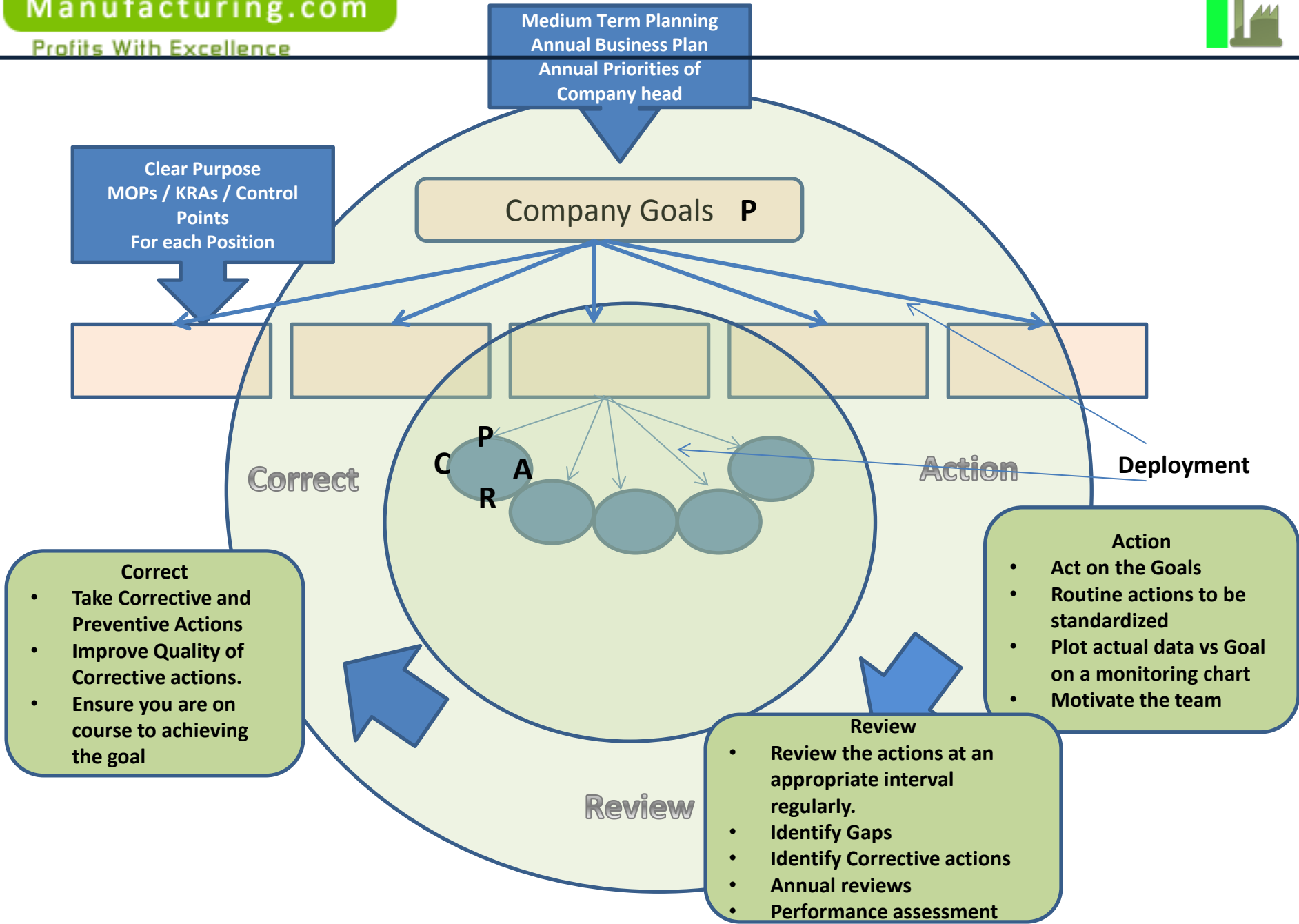
A 'Managerial Effectiveness model' and a 'Coaching model' had been worked out to help improve the effectiveness of the Managers.



# Coaching for

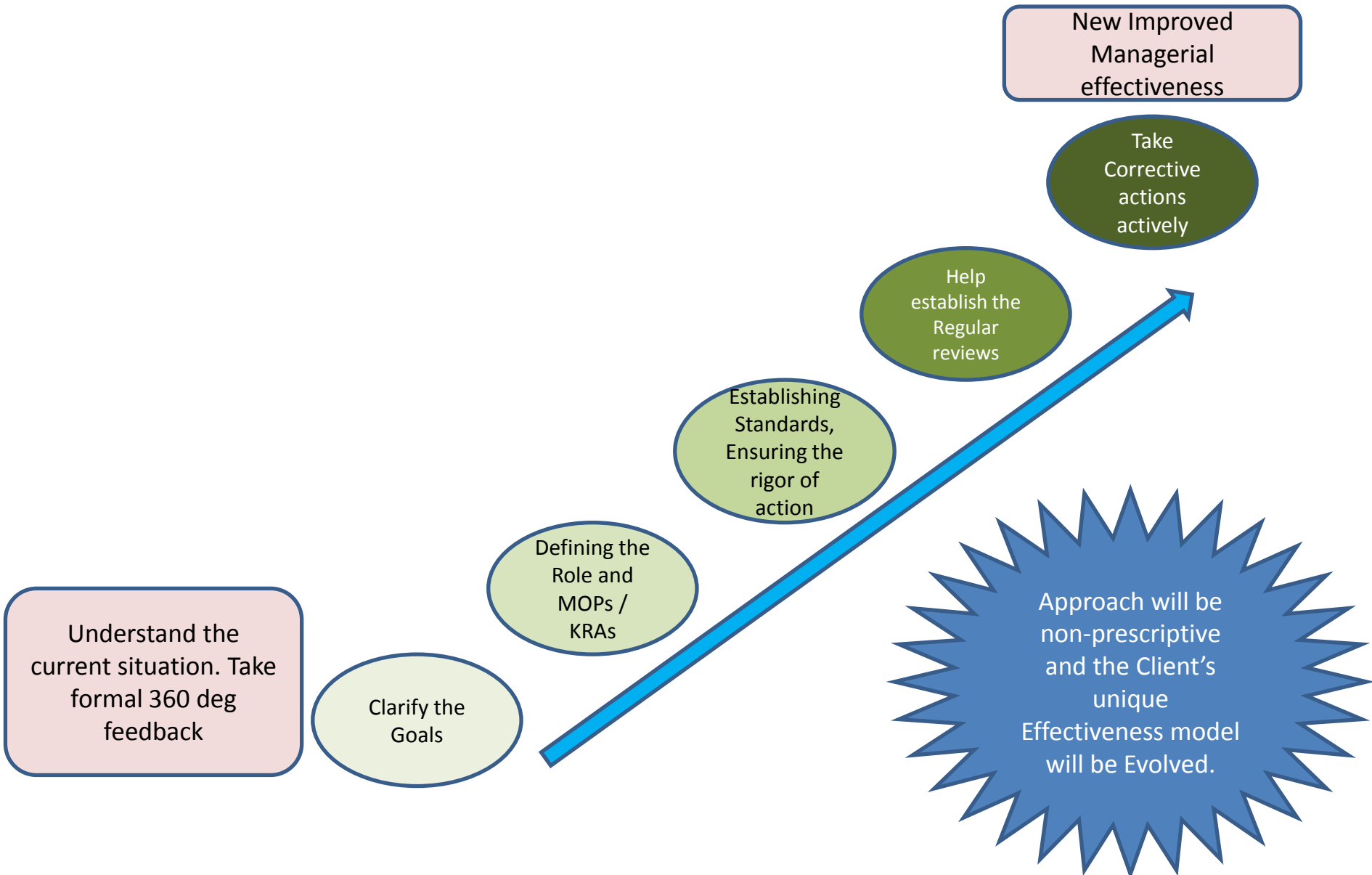
Managerial Effectiveness

# Managerial Effectiveness Model





# Coaching for 'Managerial Effectiveness'



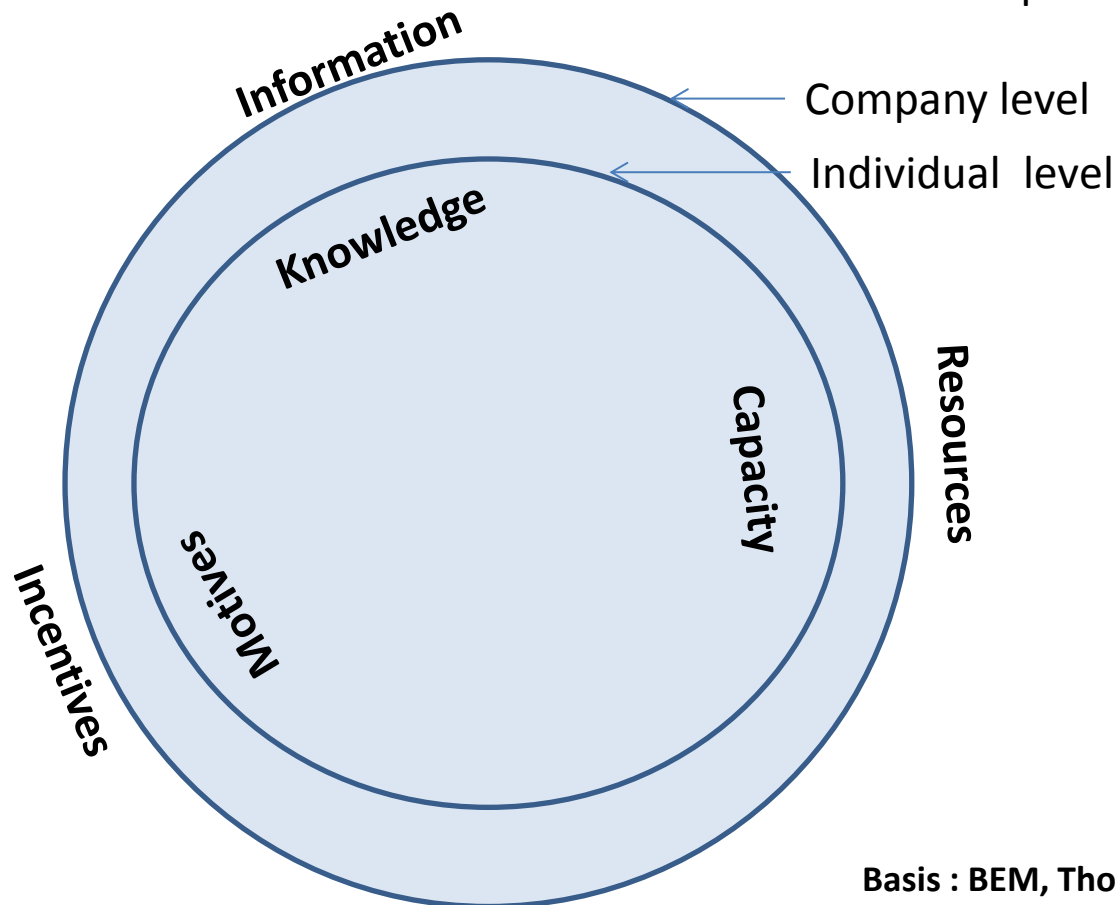




# Going deeper for the 'results'..

Some Corporates may have a Management System which addresses the Deployment of goals and exercising the Control Cycle (Plan, Action, Review and Correct). They may still not be able to get consistent results due to issues at a deeper level..

The Company Environment and the Individuals involved will have to be probed further.





---

Introducing the Coach..

# Coach's Experience



**Name** : K.Srinivas Rao  
**Qualification** : B.Com , AICWAI, MBA (OUBS,UK)  
**Experience** : 25 years Plus

**Areas of Expertise** : Executive / Business Coaching  
Companywide Change Initiatives  
Operational Excellence  
Market Development  
People Development

## Details of Experience



Was part of the top Management team in Rane Brake Linings limited which Won the Deming Prize in 2003.

**Business  
Systems**

Implemented Business Systems based on TQM, TPM in Elgi Equipments limited which became a foundation to its five fold growth in 7 years.

**Lean  
Manufacturing**

Implemented Lean Manufacturing in Rane and Elgi which involved Productivity improvements to the tune of 100-300%.

## Market Development

Formulated and Implemented Market Plans in South East Asia and Oceania which resulted in a five fold growth in 3 years.

## China Market Development

Managed the Business in China and established Products of the Company In tough market conditions.

## People Development

Was heading several People development initiatives involving Talent Development, Organizational Communication, Wellness, Volunteerism, Multi cultural sensitivity.

Started Sankalpa Growth Partners on 1/1/2013 with a mission to help Organizations achieve their true potential by ensuring 'Efficiency in action'. The Indian Manufacturing.com is being launched in April'14.

## Coaching

Trained as 'Executive Coach' by Coaching Foundation of India through a rigorous process.

Coached Entrepreneurs for increasing their effectiveness and managing their Business in a much more focused and efficient manner.

Coached Senior Executives to handle higher responsibilities.





---

Thank You