

The background features a stylized world map in a light orange color, centered on the right side. Several white, curved lines of varying thickness and style (solid and dashed) sweep across the top and middle of the image, creating a sense of motion and connectivity. The overall color palette is a gradient from dark red on the left to bright yellow on the right.

# Linkage

Unleash your full potential.

## Executive Coaching

At Linkage, we believe that the best coaching with the greatest impact:

- Involves a clear and structured process;
- Centre's around proven leadership and personality assessments and practical development tools;
- Focuses on accelerated development; and
- Produces measurable and sustainable results.

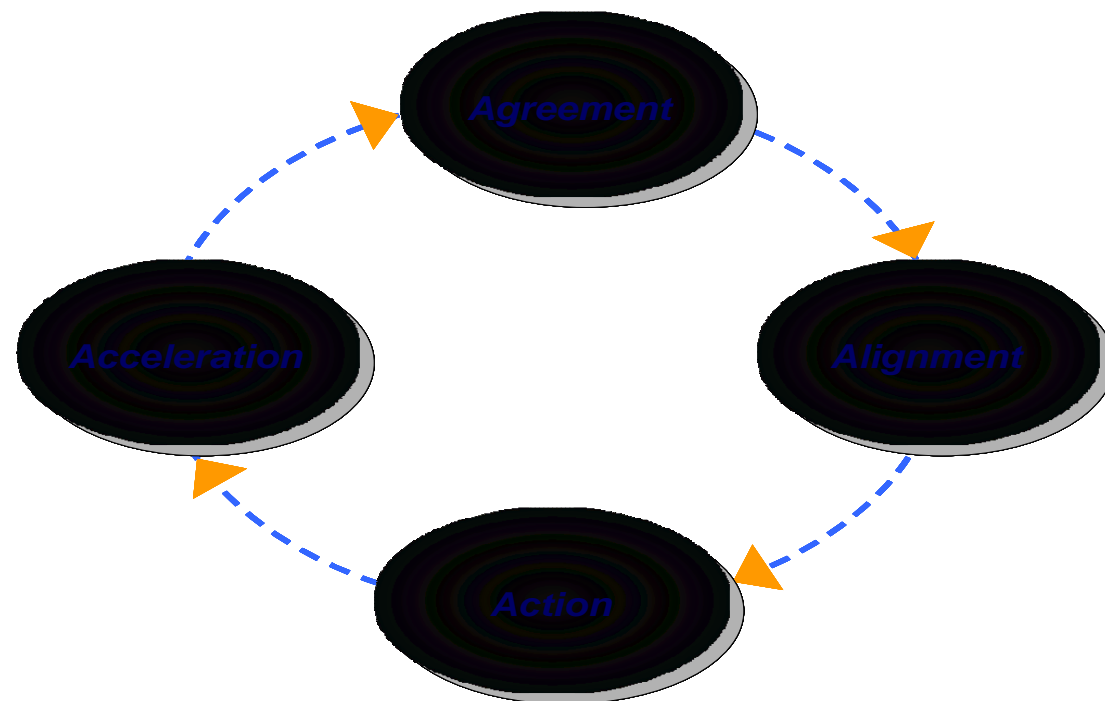
We have developed our expertise accordingly so that we can provide you with the best coaching solutions and produce the best coaching outcomes for your leaders and ultimately for your organisation. By enlisting a Linkage executive coach, you help your leaders to meet new leadership challenges, drive mission-critical change, and affect individual transformation -- in short, to become better leaders.

Linkage's best practice through our own research and leading executive coach Marshall Goldsmith ,a Linkage partner, indicates that the best executive coaching occurs in context. Hence, we work with individual leaders to drive personal behavioural change against the backdrop of the organisation's strategy and the larger team. Often, Linkage's executive coaches, who have an average of 15 years of diverse, practical experiences across a full array of industries and government, carry out the coaching necessary for the entire executive team. Linkage's senior executive coaches are available to work one-on-one with individual leaders or with teams to drive personal behavioural change against the backdrop of business strategy.

Linkage's executive coaching services can be tailored to assist clients to address specific organisational requirements such as accelerating performance, supporting behavioural changes, managing the implications of mergers and acquisitions and finessing large scale change initiatives.

## *The Coaching Leaders Model*

In order to ensure change and results for your leaders from one-on-one coaching, Linkage recommends implementing the following **four-phase approach to coaching**. While these activities and phases are recommended, they are optional, based on the specific needs of the leader being coached.



## The Typical Four-Phase Approach to Executive Coaching:

### ***Phase One: Contracting ("Creating a Coaching Agreement")***

The Linkage coach will begin by contracting with you and the leader to be coached. This first phase includes:

- Ensuring coach-coaches fit
- Defining the coaching process
- Establishing the initial coaching contract ("coaching agreement")
- Clarifying roles and responsibilities
- Establishing development goals and coaching session objectives
- Proposing a timeframe for achieving goals and determining metrics for measuring success
- Clarifying confidentiality measures
- Discussing assessment and determining the most appropriate data-gathering methodologies

## **Phase Two:** *Information Gathering (Assessment)*

The assessment focuses on examining the leader's role, as well as his/her ability to envision and communicate a future, think strategically, build and develop his/her team, and align the organisation for high performance and growth. Linkage will tailor the assessment in order to gather specific data requested by the organisation.

Linkage's assessment methodology includes a variety of qualitative and quantitative data-gathering tools and techniques, which may include:

- **Autobiography Exercise:** A proprietary Linkage coaching tool that unearths what really matters to the leader.
- **Interviews:** Structured interviews with the leader's supervisor, peers, and direct reports that explore the leader's self-perception vs. reality, identify the leader's strengths vs. developmental areas, etc.
- **Leadership Assessment:** A 360° assessment instrument, such as Linkage's Leadership Assessment Instrument (LAI™). The LAI is a 75-item questionnaire that measures the five competencies (from Focused Drive to Emotional Intelligence) and five skills (from Coaching to Problem Solving) required for high-performance leadership.

### **Deliverables from Phase 2 include:**

- A fully integrated, detailed **feedback report** incorporating leadership behaviour strengths and opportunities;
- Specific **recommendations and resources** for addressing areas of leadership development;
- A **personalised development plan** for sustainability focusing on the agreed areas of behavioral change.

## ***Phase Three: Development Planning***

In Phase 3 of the coaching process, the Linkage executive coach works with your leader to define specific developmental goals, drawing from the information gathered during Phase 2.

Of critical value here is *The Personal Blueprint for Change*, a proprietary Linkage tool that establishes an action plan for connecting the leader's current state to his/her desired future state. Along the way, the tool challenges the leader to answer some critical questions:

- What are your wants and needs?
- What do you stand for?
- Where are you going?
- How are you going to live?
- What do you need from others?

*The Personal Blueprint for Change* provides the action plan for moving forward -- and does so in terms of specific behaviors and within the context of individual strategic goals.

***Phase Four:  
Monitoring/  
Sustaining  
Development***

In Phase 4 of the coaching process, the Linkage executive coach works with the leader to help him/her drive his/her *Personal Agenda for Change*. Specifically, the coach helps the leader:

- Deal with career/professional dilemmas
- Deal with team/interpersonal dilemmas
- Deal with work/life dilemmas

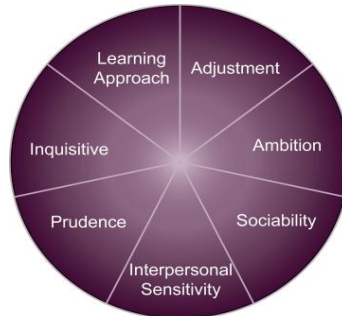
In order to bring about lasting change, much depends upon continuous reinforcement and follow-up. Thus, the coach provides the leader with tailored tools, readings, and activities to assist his/her development and the attainment of his/her strategic goals. We also administer invaluable “check-in” mini-surveys following the coaching engagement to help monitor the leader’s improvement in the targeted behavioral areas.

**Assessment Solutions:** Linkage offers a comprehensive service of proprietary or customised tools to measure, drive, and evaluate your organisation's leadership needs. Our proven instruments include:

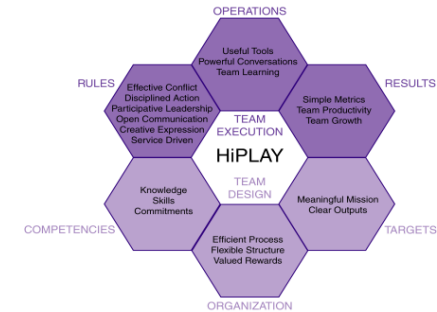
The Leadership Assessment Instrument (LAI™)



The Hogan Personality Inventory



The HiPlay™ Team Assessment



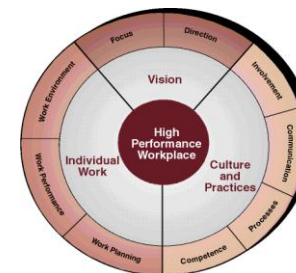
The Essential Coach™



Communication Styles & Abilities Inventory for Leaders (C-SAIL)



The Organisation Diagnostic System™



The Complete Consultant™





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