



# What Is Executive Coaching?

Claire Simsek • Professional Excellence Guide Series

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Coaching is a structured, confidential partnership that helps you think more clearly, make better decisions, and take purposeful action. It is a non-directive process that strengthens self-awareness, capability, and leadership identity. A coach does not give advice — they help you unlock your own insight and resourcefulness.

## What Good Coaching Looks Like

- Clear Contracting — shared expectations, boundaries, success measures, and goals agreed at the start.
- Evidence-Based Practice — e.g. I use of recognised frameworks such as GROW, CLEAR, ACT Hexaflex, and systemic coaching.
- Psychological Safety — a space where you feel safe, challenged, and respected.
- Skilled Questioning — the coach helps you think, not think for you.
- Reflective Practice — ongoing supervision, CPD, and self-reflection to maintain quality.
- Professional Standards — EMCC/ICF ethics, ILM7-level competence, confidentiality, and professionalism.

## How to Recognise a Good Coach

- They listen deeply and without judgement.
- They challenge constructively and with care.
- They maintain structure, boundaries, and focus.
- They help you generate insight rather than dependency.
- They can clearly articulate their approach and why it works.
- They demonstrate professionalism through supervision and accreditation.

## ☆ How to Measure Coaching Impact & ROI

Impact measurement should be agreed with your coach at the start of the contracting process, alongside goal setting. This ensures clarity, alignment, and a shared understanding of what success looks like.

## Recommended Areas to Measure

<b>Personal Growth</b> Confidence, clarity, resilience, emotional regulation.	<b>Leadership Behaviours</b> Communication, decision-making, delegation, presence.
<b>Professional Performance</b> Productivity, strategic thinking, stakeholder management.	<b>Organisational Contribution</b> Improved team dynamics, reduced conflict, better collaboration.

## Recommended ROI Indicators

<b>Goal Progress</b> Movement against agreed outcomes.	<b>Behaviour Change</b> Observable shifts noted by self, coach, or stakeholders.
<b>Stakeholder Feedback</b> Line manager or team reflections.	<b>Business Metrics</b> Efficiency, retention, reduced rework, improved team performance.

**Recommendation:** Agree 3–5 meaningful measures with your coach at the start. Review them mid-programme and at the end to demonstrate progress and return on investment.