

## Executive Coaching Profile

for Andrea Chilcote

*We help individual leaders amplify natural strengths as well as transform limitations to achieve personal, professional and business success. Our approach is unique to each person.*

We work toward my client's outcomes. That can be a set of shared development goals established together with the individual's direct manager, or in situations where appropriate (for example, if I am engaged by the executive him or herself) goals are established with the individual alone.

The executive coaching I do usually falls in to one of three categories, with the latter being least frequent.

- 1) An executive new to a role that represents significant growth and new responsibility.
- 2) A high-performing, usually high-potential executive leader in which a development "gap" (interpersonal, group presentations, conflict management for example), has been identified.
- 3) Individualized support for a tenured leader that must make significant change in order to stay and succeed in.

We are flexible in designing a program to fit the individual; common practices are:

- Six month's duration
- Scheduled phone contact at least every two weeks, plus as-needed contact.
- Face-to-face work, often including work with the direct report team.

We like to assess where you are right now – a minimum a 360 assessment instrument, as well as a leadership style profile are very useful. I can utilize the tools the company has in place or will conduct a custom 360 feedback assessment and Birkman Profile. I use specialized instruments as needed.

It really depends on the person and his or her goals. Often I extend the work to the direct report team, as the feedback they provide the individual is of utmost value.

The work almost always includes specialized reading assignments based on the individual's goals, followed by work on application.

Thorough and consistent communication with the individual and the direct manager, direct report/peer dialogue if applicable, and repeat 360's where applicable. Because goals are usually behavioral, evidence is observable. In the case of performance gaps/issues, those become the metrics.

Prior or executive coaching, through an initial interview in which I seek openness to change, growth and identify areas of focus. I utilize very specific questions to assess readiness and willingness, and continue to assess this throughout the engagement based on the willingness to practice new behaviors, complete assignments and demonstrate evidence of growth and development.

One that comes to mind is a client that sought a coach as she took on a significantly increased level of responsibility leading a new team. The focus was two-fold; to serve as a "thinking partner" for strategy and team development, and to build and leverage her interpersonal and influence ability with senior executives.



The qualities of these “healthy” engagements include:

- Readiness, openness to feedback and “looking in the mirror”
- Commitment; keeps appointments, practices/executes on assignments
- Willingness to disclose and dissect real issues and opportunities
- Willingness to seek feedback from others during the process
- Views the process as a investment or opportunity

My approach is to be very frank with the individual as to our “contract” and his or her goals. If appropriate to the relationship/contract with the client company, I will also communicate with the individual’s manager. One of the things that makes me effective is an ability to see through “fluff.” I know if I am being told “what I want to hear” and I call it out, appropriately and respectfully.

My ability to maintain rapport and flexibility without ever losing sight of the outcome and hard work needed to get there. While the “content” of my work varies, if I have a specialty area it is in working with patterns of interpersonal behavior. Often I make observations and deliver feedback that is hard to hear but welcome because I help the individual find practical solutions.

Andrea received her Bachelor of Science from Milliken University, her Consulting Practices Certification from the Meridian Institute, and she completed graduate studies at University of Kentucky, Lexington.

*Morningstar provides business consulting services, as well as program design and implementation in the areas of leadership and executive development, team performance and personal change.*

## What People Say:

Andrea is the consummate professional. I have engaged Andrea to work on some difficult coaching assignments and each time everyone involved has been highly impressed (and surprised) with the results of her efforts. She quickly gains confidence from all involved, puts together an agreed upon plan then professionally and efficiently goes to work. Each time I have worked with Andrea, the person she is coaching has thanked me for engaging her. – Gavin Morton Partner at Maurer & Associates

“I had the pleasure of working with Andrea at Charter Communications and hiring her when I was Director of OD at Unisource Worldwide, Inc. She is exceptional in her abilities to quickly identify the root cause of business/performance issues and to come up with streamlined results focused programs which show a quick ROI. Andrea is able to work extremely well with all levels of leaders from C-Level to first line Managers. I would highly recommend Andrea and would gladly hire her again.”  
– Jennifer Bristol Sales and Consulting  
–Training, OD, and Coaching Services

At Cox, we have utilized Andrea’s services on many occasions for projects ranging from teaching “Advanced Consulting Skills” to facilitating strategy sessions. Andrea is a true professional. She manages the dynamics of her customers very well especially during times of conflict and change. She is a great creative thinker and consistently ensures we achieve our desired results. I have a lot of respect for Andrea and I recommend her without hesitation.”  
- Cassie Edgell