

Executive Coaching is the manifestation of servant leadership, as one seeks to draw out, inspire and develop the best and highest within people from the inside out.

This structured framework defines the essence of Executive Coaching while also functioning as a versatile tool empowering coaches to customize their strategies. By leveraging this framework, Executive Coaches are equipped to inspire others, facilitating the realization of their utmost potential both professionally and personally.

ECF Level 1: Foundational/Relational/Preparation

Essential Actions

- 1.1 Demonstrates Ethical Practice
- 1.2 Embodies the Characteristics and Mindsets of an Executive Coach
- 1.3 Cultivates Trust
- 1.4 Leverages the “SCARF model” to Increase Effectiveness
- 1.5 Leverages the Commitment/Capacity Coaching Quadrant Model
- 1.6 Defines the Relationship through a Partnership Agreement

ECF Level 2: Entering the Conversation

Essential Actions

- 2.1 Understands Life as a Series of Conversations
- 2.2 Enters the Conversation with Intentionality and Purpose

ECF Level 3: Leveraging the Art of Coaching

Essential Actions

- 3.1 Communicates Effectively
- 3.2 Identifies the Type of Coaching
- 3.3 Uses Effective Coaching Language, Tools and Techniques
- 3.4 Uses the Power of Silence Effectively
- 3.5 Coaches Client through Systems Level Thinking to Impact Outcomes

ECF Level 4: Exiting the Conversation

Essential Actions

- 4.1 Summarizes the Conversation
- 4.2 Articulates Next Steps and Seeks Clarity
- 4.3 Seeks Feedback

ECF Level 5: Measuring Outcomes *(Performance Management)*

Essential Actions

- 5.1 Coaches Client through Change Leadership
- 5.2 Coaches Client through the Realization of Potential Impact, Results and Applicable Adjustments
- 5.3 Coaches Client through the Design of a System of Ongoing Communication to Various Stakeholders
- 5.4 Coaches Client through a Cadence of Celebrations Based on Identified “Wins”

ECF Level 6: Cultivating Growth and Adding Value

Essential Actions

- 6.1 Coaches Client through the Integration of New Awareness into Actionable Behaviors
- 6.2 Celebrates Client’s Progress and Success

IN PROGRESS

ECF Level 1: Foundational/Relational/Preparation

Essential Actions

1.1: Demonstrates Ethical Practice

Key Concepts

- Ethical Commitment and Alignment

Resources

- [International Coaching Federation \(ICF\) Code of Ethics](#)
- [BCC Code of Ethics](#)

1.2: Embodies the Characteristics and Mindset of an Executive Coach

Key Concepts

- Trusted Partner
- Servant Leader
- Intentional Communicator
- Inspiring Motivator
- Continual Learner
- Strategic Challenger
- Client Centered
- Purpose Driven
- Curious

Resources

- [Executive Coaching Conversation Guide](#)
- [Executive Coaching Practice Protocol](#)
- [One-on-One Professional Disposition and Coaching Assurances](#)
- [Definition of an Executive Coach](#)
- [Portrait of an Executive Coach](#)

1.3: Cultivates Trust

Key Concepts

- Character
- Integrity
- Intent
- Competence
- Capability
- Results Focused
- Trust Accelerators
 - Integrity Accelerators
 - Congruence
 - Humility
 - Courage
 - Intent Accelerators
 - Motives
 - Capability Accelerators
 - Talents, Attitudes, Skills, Knowledge, Style
 - Results Accelerators
 - Identifying Measures of Success

Resources

- [Franklin Covey- 4 Essential Roles](#)
- [Inspiring Trust](#)
- [Masterfully Building Trust](#)
- [Sample Trust Inventory 1](#)
- [Sample Trust Inventory 2](#)
- [Sample Trust Inventory 3](#)
- [The Trust Outlook](#)
- [Trust and Inspire](#)
- [Stephen M R Covey - Trust and Inspire](#)

- [Propensity to Trust Cycle](#)
- [Six Key Communication Techniques to Build Trust and Inspire Your Team](#)
- [Command and Control Leadership is Dead](#)

1.4: Leverages the “SCARF” Model to Increase Effectiveness

Key Concepts

- Domains that Influence Behavior in Social Situations
 - Status
 - Certainty
 - Autonomy
 - Relatedness
 - Fairness

Resources

- [SCARF Model: Reward & Threat Activators](#)
- [SCARF: A Brain-Based Model](#) by David Rock
- [SCARF Model Article](#)

1.5: Leverages the Commitment/Capacity Coaching Quadrant Model

Key Concepts

- Meeting Clients where They Are

Resources

- [Commitment/Capacity Coaching Quadrant Model](#) - Spot the Dots
- [Skill and Will](#) by Admired Leadership

1.6: Defines the Relationship through a Partnership Agreement

Key Concepts

- Establishment of Partnership and Purpose
- Defining Roles and Responsibilities of Coach and Client(s)

Resources

- [Executive Coaching Partnership Agreement](#)

ECF Level 2: Entering the Conversation

Essential Actions

2.1: Understands Life as a Series of Conversations

Key Concepts

- Making Every Conversation Matter

Resources

- [Atomic Habits: Habits FAQ](#)

2.2: Enters the Conversation with Intentionality and Purpose

Key Concepts

- Helping Others Get Clear about What They Want
- Beginning with the End in Mind
- Leveraging the “Which Means” Strategy
- Leveraging the “Intention, Attention, Action Pyramid”

Resources

- [Executive Coaching Conversation Guide](#)
- *Book: Results Coaching Next Steps: Leading for Growth and Change* by Kathryn Kee and Vicky Dearing

ECF Level 3: Leveraging the Art of Coaching

Essential Actions

3.1: Communicates Effectively

Key Concepts

- Committed Listening
- Considers Context
- Paraphrases for Synthesis
- Integrates Aligned Body Language
- Discerns Themes and Patterns

Resources

- [The Art of Listening in Coaching](#)
- [Committed Listening: What it is](#)
- [Unproductive Patterns of Listening: Judgment and Criticism](#)
- [Unproductive Patterns of Listening: Autobiographical Listening](#)
- [Unproductive Patterns of Listening: Solution Listening](#)

3.2: Identifies the Type of Coaching Needed for the Client and Acts Accordingly

Key Concepts

- Coaching Types
 - Planning-Focused
 - Solution-Focused
 - Goal-Focused
 - Reflection-Focused
- Use of Awareness and Discernment to Adjust as Client's Needs Surface

3.3: Uses Effective Coaching Language, Tools, and Techniques

Key Concepts

- Considers Client Experience, Context, & Situation in Determining Approach
- Presumes Positive Intent
- Maintains Presence, Professionalism, and Attention
- Demonstrates Authenticity
- Asks Powerful Questions to Draw Out, Inspire, and Develop the Best & Highest within People from the Inside Out
- Invites the Client to Explore Possibilities
- Asks Reflective Questions
- Challenges the Client as a Way to Evoke Awareness or Insight
- Remains Inspirational
- Uses We/Us rather than I
- Guides the Client to Explore beyond Current Thinking and in Reframing Perspectives
- Maintains an Awareness of Emotional versus Strategic Stages of Client
- Maintains Reflection in Order to Identify What is Enhancing Client Progress

Resources

- [Assuming Positive Intent](#)
- [Asking Powerful Questions](#)
- [The Value of Requesting](#)
- [Executive Coaching Tool: The Value of Discerning Emotional versus Strategic Responses/Coaching with Awareness](#)
- *Book: Results Coaching Next Steps: Leading for Growth and Change* by Kathy Kee & Vicky Dearing
- [Atomic Habits: Discussion Questions](#)

3.4: Uses the Power of Silence Effectively

Key Concepts

- Models Intentionality
- Provides Space for Silence, Pause, or Reflection

Resources

- [Silent Coaching](#)

3.5: Coaches Client through Systems Level Thinking to Impact Outcomes**Key Concepts**

- Understanding the Value of Macro and Micro Decisions
- Systems Development: Developing, Attending To, & Maintaining Systems
- Focus: Where to Spend Disproportionate Energy. Understanding the Key is Not to Prioritize What is on Your Schedule, But to Schedule Your Priorities.

Resources

- [Important vs. Urgent Matrix Model Video Resource](#)
- [Coaching Through Complex Change - Part 1: An Overview of the Knoster Model](#)
- [Coaching through Complex Change - Part 2: Use of the Knoster Model](#)
- [Systems Development: Macro to Micro Questioning Protocol](#)
- [Systems Level Thinking Analogies](#)
- [The 4 Disciplines of Execution](#)
- [The 4DX Method](#)
- [Big Rock Video, Covey](#)
- [Important vs. Urgent Matrix Model Video Resource](#)
- [The Covey Time Management Matrix](#)
- [Impact/Effort Matrix](#)

ECF Level 4: Exiting the Conversation

Essential Actions

4.1: Summarizes the Conversation**Key Concepts**

- Paraphrases Key Points of the Conversation
- Provides an Opportunity for the Client to Summarize the Key Points

4.2: Articulates Next Steps and Seeks Clarity**Key Concepts**

- Determines and Articulates What Must Be Accomplished
- Provides a Summary, with Next Steps

4.3: Seeks Feedback**Key Concepts**

- Seeks Feedback on the Effectiveness and Value of the Coaching Provided
 - *What worked about this conversation to support your continual growth?*
- Seeks Feedback on Adjustments Needed to Further Elevate Impact and Client Growth
 - *What might I adjust or change, as a coach, to increase my effectiveness with you and with others?*

ECF Level 5: Measuring Outcomes (Performance Management)

Essential Actions

5.1: Coaches Client through Change Leadership

Key Concepts

- Perseverance
- Key Elements Needed for Successful Change
- First- and Second-Order Change

Resources

- *Book: A Beautiful Constraint* by Adam Morgan and Mark Barden
- *Book: 10 Leadership Virtues for Disruptive Times, Coaching your Team through Immense Change and Challenge* by Tom Ziglar
- [Coaching Through Complex Change - Part 1: An Overview of the Knoster Model](#)
- [Coaching through Complex Change - Part 2: Use of the Knoster Model](#)
- *Coaching through Complex Change - Part 3: Use of the Knoster Model (Coming)*
- [Coaching through the Entirety of the Change: The Experience Cube](#)
- [We Can IF Model](#)
- [Coaching through the Onset of a Strategic Planning Process: A Guide for Executive Coaches](#)
- [The Value of Discerning Emotional vs. Strategic Responses: An Executive Coaching Tool](#)
- [Essential Element Model](#)
- [First- and Second-Order Change](#)
- [Strategic Decisions: A Guide to Coaching through the Use of the Impact/Effort Matrix](#)
- [5 Critical Steps in the Change Management Process](#)
- [A Speedometer for Change](#) by *Admired Leadership*
- [Inspiring Quotes](#)
- [5 Cs of Change Management](#)
- [5 Insights for Leading and Managing Change](#)
- [7 Rs of Change Management](#)

5.2: Coaches Client through the Realization of Potential Impact, Results and Applicable Adjustments

Key Concepts

- Identification of Desired Goals and Achievable Results
- Identification of Leading and Lagging Indicators, including Key Data Points to Increase the Value of Goal Attainment
- Development of Performance Management Plans Designed to Track and Review Progress toward Predefined Goals
- Adjustments to Impact Outcomes based on Key Data Points

Resources

- *Book: The 4 Disciplines of Execution* by Chris McChesney, Sean Covey, & Jim Huling

5.3: Coaches Client through the Design of a System of Ongoing Communication to Various Stakeholders

Key Concepts

- Identification of “Who, How, When”
- Seeking Input and Feedback from Stakeholders
- Use of Feedback to Inform Strategy Development

5.4: Coaches Client through a Cadence of Celebrations based on Identified “Wins”

Key Concepts

- Identification of Key Milestones
- Identification of Key Players or Groups to be Acknowledged
- Designing a Cadence of Celebrations that Connects Progress to Future Motivation

Resources

- *Book: The Culture Code* by Daniel Coyle
- *Book: Big Potential: How Transforming the Pursuit of Success Raises Our Achievement, Happiness, and Well-Being* by Shawn Achor
- [Navigating Success: A Cadence of Celebrations Questioning Guide](#)
- [Celebrate the Win](#)
- [Acknowledge and Celebrate](#)
- [Celebrating Milestones](#)
- [Celebrate Your Clients' Achievements](#)
- [Building a Winning Culture](#)
- [Celebrate to Amplify](#)
- [The Power of Nearing the Finish Line](#) by Admired Leadership

ECF Level 6: Cultivating Growth and Adding Value

Essential Actions

6.1: Coaches Client through the Integration of New Awareness into Actionable Behaviors

Key Concepts

- Encouragement of Reflection on New Insights and Practical Implementation
- Transfer of Realizations to Similar Situations
- Analysis of Actions and Behaviors, Aligning with Aspirations
- Metacognitive Discernment of Coaching Opportunities
- Development of Coaching Behaviors for Self Using the Executive Coaching Framework

Resources

- [Executive Coaching Practice Protocol](#)
- [Atomic Habits: How to Apply These Ideas](#)

6.2: Celebrates Client's Progress and Success

Key Concepts

- Self-Reflection
- Recognition, Acknowledgment, and Celebrations
- Embedding Coaching Skills when Coaching Other Leaders
- Realization of Value of Executive Coaching for Self and Others
- Skill Development Engagement, Increasing Coaching Capacity

Impact Insights

ELEVATE YOUR IMPACT

- [All Aboard: Anyone Can Hold the Helm when the Sea is Calm](#)
- [Coaching Through Complex Change - Part 1: An Overview of the Knoster Model](#)
- [Coaching through Complex Change - Part 2: Use of the Knoster Model](#)
- [Coaching through Complex Change - Part 3: Use of the Knoster Model \(Coming\)](#)
- [Simplicity: Time for What Really Matters](#)
- [Colleague, Comrade, or Coach?](#)
- [Visualization: A Picture is Worth a Thousand Words](#)
- [Winning Mindset: All In!](#)
- [We Can, IE](#)
- [I'm Listening...Really?](#)
- [Strategic Decisions: A Guide to Coaching through the Use of the Impact/Effort Matrix](#)
- [When the Blizzard Hits](#)

Resource Citations

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- R., C. S. M., Kasperson, D., Covey, M; Judd, G. T. (2023). Trust & Inspire: How truly great leaders unleash greatness in others. Simon & Schuster Paperbacks.
- Z. T. B. K. (2021). 10 leadership virtues for disruptive times: Coaching your team through immense change and challenge. Harpercollins Christian Pub.