



EXECUTIVE COACHING

Coaching for the work only leaders can do

A serious thinking partnership for leaders navigating complexity, change and consequential decisions.



**CONTEMPORARY
LEADERSHIP
ADVISORS**

The work gets harder as leaders get more senior

OUR POINT OF VIEW

The hardest leadership challenges do not arrive with an answer key.

The decisions are less clear. The stakeholders multiply. Tradeoffs sharpen. And the consequences of getting it wrong become more visible.

CLA coaching is built for that work.

An experienced thinking partner to help a leader examine a difficult decision, challenge an assumption or prepare for a conversation that matters.

WHERE COACHING EARNS ITS KEEP

See the situation clearly

Separate what can be solved through expertise from what needs to be tested and learned.

Think beyond the obvious

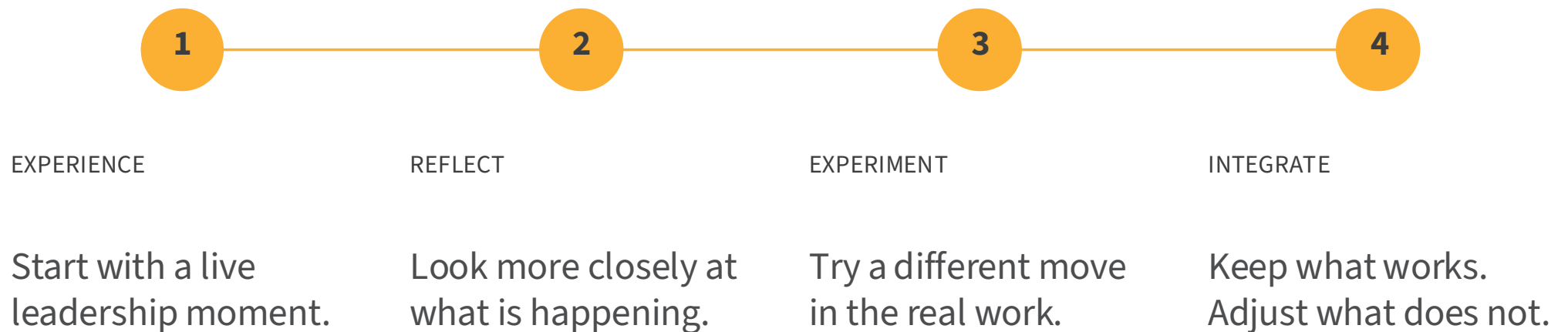
Examine assumptions, patterns and options that are hard to see from inside the role.

Act without false certainty

Make a thoughtful move, learn from what happens and adjust.

Why coaching works

Insight matters. What changes leadership is what happens next.



The work between sessions is where new habits take hold.

The coach brings challenge, support and honest feedback.
The leader tests what they learn in the work itself.

Great coaching is personal. A great coaching practice is systematic.

THE RELATIONSHIP COMES FIRST

The leader needs room to think candidly.

The organization needs confidence
in the quality of the work.



PERSONAL TO THE LEADER

A coach they choose. A conversation they can trust.

The work follows the leader's goals and live challenges. Confidentiality and sponsor expectations are agreed at the start, so the leader knows what stays private.

CONSISTENT ACROSS ENGAGEMENTS

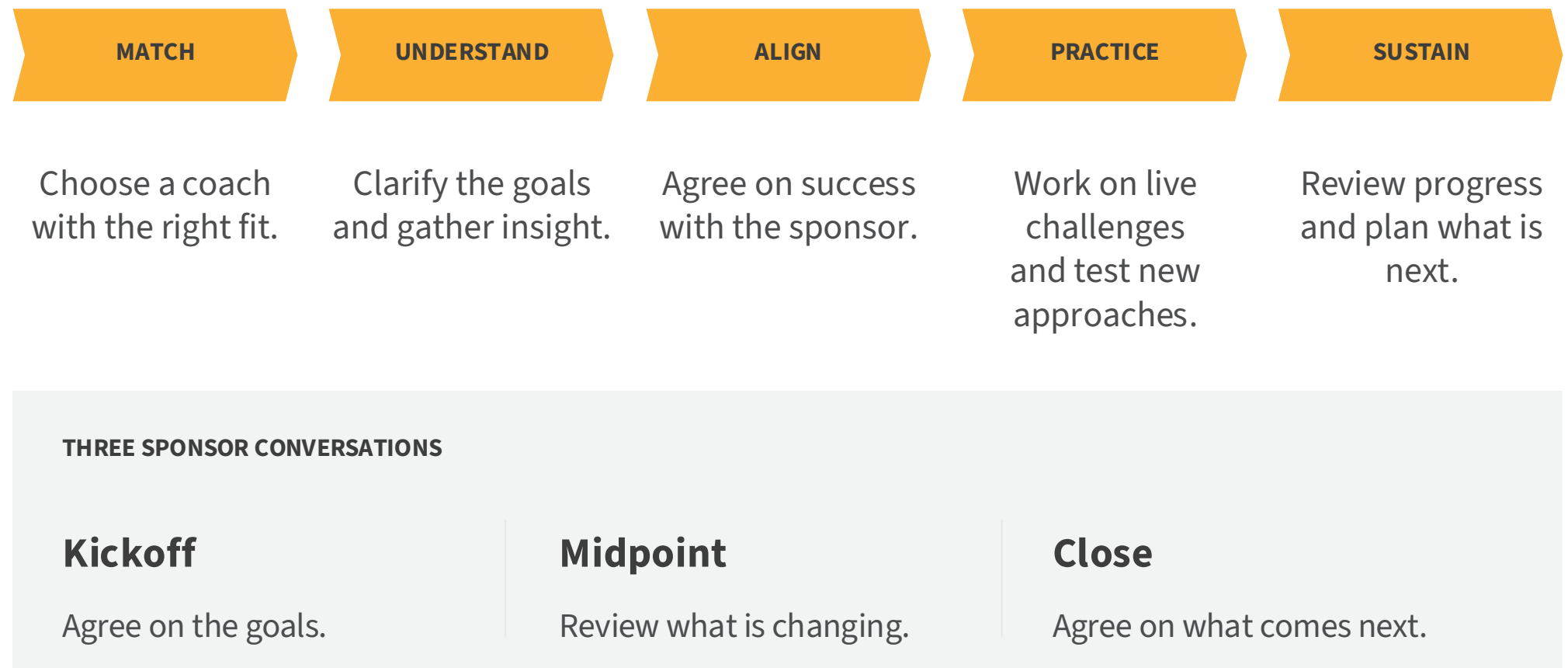
Experienced practitioners, working to a CLA standard.

CLA methodology training and case-based certification, assessment practice, shared tools and clear ethical standards support the work of each coach.

The relationship stays personal, whether we coach one leader or many.

A clear arc, with room for the real work

A typical engagement spans six months, with nine one-to-one coaching sessions and three meetings with the leader's sponsor.



Coaching is more frequent early on, with time between later sessions to apply and consolidate learning. The rhythm can be adjusted to the leader's situation.

The right coach for the person and the work ahead

We start with the leader's role, business context and coaching goals. Then we select three coaches for chemistry conversations. The leader chooses.



Assessment-informed, never assessment-driven

We choose the tools that can shed light on the leader's goals, then make sense of the findings together.

COMMON STARTING POINTS

Hogan Suite

Personality patterns, motives and potential derailers.

360° feedback / LVI

How colleagues experience the leader's behavior and impact.

Stakeholder interviews

Context and candid feedback from people who work with the leader.

SELECTED WHEN USEFUL

Risk Type Compass

How the leader tends to approach risk and uncertainty.

Watson-Glaser

Critical thinking and reasoning, used when relevant to the goals.

Leadership simulation

A virtual simulation to explore choices and current leadership style.

The assessment mix is agreed for each engagement.
A report informs the conversation; it does not decide the coaching agenda.

Coaching does not stop when the session ends

CLA-developed digital tools use AI to guide reflection through the same leadership frameworks used in coaching, applied to a live situation.

BUILT AROUND THE COACHING WORK

See a recurring pattern

Use the Iceberg to look beyond the latest event to the assumptions and structures behind it.

Prepare a conversation

Use stakeholder mapping to explore trust, interests and points of disagreement.

Try a different approach

Explore a persistent tension or design a small experiment before making a larger commitment.

The leader chooses what to bring into the next coaching conversation.

ILLUSTRATIVE REFLECTION

A colleague supports a change, but keeps delaying a decision.

- 01 What have they actually said?
- 02 What am I assuming about their hesitation?
- 03 What could I learn in the next conversation?

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Designed around the leader. Backed by one CLA standard.

The work changes with seniority. The engagement should reflect that. Assessments, sponsor involvement and access are agreed to at the outset.

DIRECTORS & SENIOR MANAGERS

Leading more through others

Delegation, priorities, influence across functions and the move to broader accountability.

FORMAT

Six months. Nine coaching sessions and three sponsor conversations.

VPs & SVPs

Leading across the organization

Cross-functional decisions, strategic tradeoffs, organizational change and relationships with senior stakeholders.

FORMAT

Six months, with diagnostics and coaching shaped by the wider organizational remit.

C-SUITE & CEOs

A confidential sounding board

Board and stakeholder relationships, enterprise-wide choices, culture and decisions under pressure.

FORMAT

Six months, with additional coaching time and agreed on-demand access.

Make progress visible. Keep the conversation private.

We agree on what should change before we judge whether coaching helped.
The leader and sponsor identify two or three observable goals.

AT THE START

Define the change

Agree on the goals and the signs of progress the sponsor should be able to notice.

AT MIDPOINT

Look for movement

Review specific examples.
Adjust the focus or the support the leader needs.

AT THE CLOSE

Plan what continues

Compare progress with the goals and agree on practices and support to carry forward.

EXAMPLE GOAL: LEAD MORE THROUGH OTHERS

BEHAVIOR TO NOTICE

Decisions move to the right level.

EVIDENCE TO DISCUSS

Team decisions made without routine escalation; feedback from people who work with the leader.

Where agreed in scope, brief stakeholder follow-ups or pulse checks can track the same behaviors over time.

Sponsors review goals and progress. Private session content remains confidential.

What leaders bring to the coaching conversation

Illustrative situations, not client case studies or reported outcomes.

VP / EXPANDING GLOBAL REMIT

A wider leadership mandate

A strong functional leader takes on responsibility across three businesses. Peers agree on the strategy but continue to protect local priorities.

COACHING FOCUS

Examine assumptions about influence, map how decisions really happen and test a different sequence of stakeholder conversations.

SIGNS TO LOOK FOR

Earlier cross-functional commitment, clearer tradeoffs and fewer unresolved decisions returning to the leader.

COO / HEALTH SYSTEM

A transformation that teams can sustain

A transformation plan is moving, but teams are overloaded and important tensions remain unresolved. The leader needs to distinguish opposition from capacity constraints.

COACHING FOCUS

Use feedback to understand the leader's effect on others, reassess the demands on the system and prepare a more candid sponsor conversation.

SIGNS TO LOOK FOR

More realistic commitments, clearer escalation and concerns addressed before they become obstacles.

Organizations whose leaders we have coached

Selected coaching clients



Indiana University Health



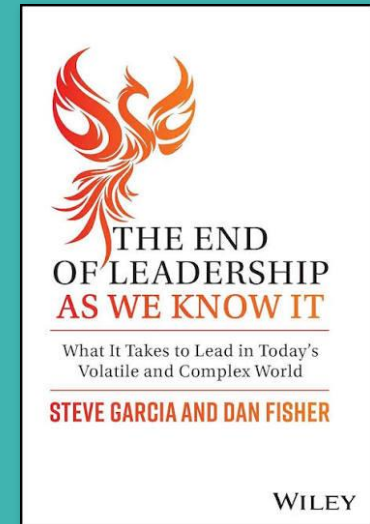
We can begin with an individual leader or a group across your organization. In either case, the work is shaped around what each leader needs to accomplish.

Start with the leadership challenge.

Tell us who you are considering for coaching and what needs to be different.

We'll discuss the right coach, a useful scope and how to involve the sponsor.

Arrange an exploratory conversation



**The End of Leadership
As We Know It**

Steve Garcia and Dan Fisher (Wiley)



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