

EXECUTIVE COACHING

Designing Leaders' Coaching Programs

Meeting leaders where they are: three tailored modes of coaching for every stage of the leadership journey.



Three Modes of Coaching

Every engagement is matched to the leader's situation, whether solving today's challenges, preparing for what's next, or stepping into a new role or job scope.

01

GROW MODEL

Operational Coaching

Solving present challenges and lifting day-to-day performance with a clear, structured method.

02

DEVELOPMENT
MODEL

Future Leadership Coaching

Accelerating the growth of high-potential leaders toward greater responsibility.

03

ONBOARDING
MODEL

Transitional Coaching

Supporting leaders through new roles, expanded scope, and organizational change.

Coaching for the here and now

Operational coaching helps leaders resolve immediate challenges, sharpen decisions, and raise everyday performance. Sessions are structured around the GROW model, a goal-focused framework. The program can be tailored to your needs, starting from the following as a baseline:

- **One-hour Ignition Session**
- **Coach meets with manager to discuss current status and objectives (optional)**
- **One-hour coaching session every two weeks**
- **E-mail support to coachee as needed**
- **Progress review with coach and manager at regular intervals, if desired**



Goal

*What do you want to achieve?
What would success look like?*



Reality

*What's happening now?
What have you already tried?*



Options

*What could you do? What else?
What are the trade-offs?*



Will

*What will you do, and by when?
How will we know it's done?*

MODE 02 • FUTURE LEADERSHIP COACHING

Coaching for the future

Top talent coaching accelerates the growth of high-potential leaders by stretching their capability, deepening self-awareness, facilitating enterprise leadership, and preparing them for greater responsibility.

The Executive Growth approach starts with the end in mind by defining career desires and goals, then describes the top talent's current strengths and areas for growth as they relate to those goals.

An active learning development plan allows top talent to focus on growth areas through value-adding work as well as educational and training opportunities, with regular support from a coach and check-ins with senior leadership.

This approach ensures alignment between top talent and their leadership by identifying clear career goals and development objectives at the start, gaining agreement on the development plan, and monitoring progress.

- **One-hour Ignition Session**
- **Sessions to identify career development goals**
 - Manager (if desired)
 - Coachee
- **Describe current status**
 - Hogan Assessment
 - 360-feedback (selected direct reports, peers, HRBP) collected by coach
- **Create six-month active learning plan with coachee, and validate with manager and HRBP, including options such as:**
 - Expanded job scope
 - Specific projects
 - Communication and relationships
 - Cultural, economic, geopolitical education
 - Executive presence
- **Twice-monthly coaching sessions to assess progress and learning impact**
- **Coach reviews with manager and HRBP at two, four, and six months, if desired**

MODE 03 • TRANSITIONAL COACHING

Coaching through change

Transitional coaching supports leaders moving into new roles, being promoted, taking on a wider scope, or shifting teams and organizations, helping them find footing quickly and lead the change with confidence. Following the idea that “what got you here won’t keep you here,” proper onboarding into a role allows individuals to make the best use of the skills they bring with them

The Onboarding approach is designed to help employees transition into new roles, whether they are

- newly-hired to the company
- being promoted
- transferring internally
- taking on expanded responsibilities

It helps reduce early confusion by clarifying expectations and helping the individual acclimate to the organizational culture (for new hires), allowing for better performance earlier in their tenure. By intentionally helping them create relationships and understand their role, it encourages a more inclusive culture that drives higher engagement and improves retention.

- **Coach meets with manager, HRBP, and recruiter (for external hires) prior to start date in the new role, to define:**
 - Role context
 - New employee’s context
 - First-year expectations
 - Essential relationships
 - Organizational culture immersion
 - Development areas
- **Manager and HRBP finalize onboarding plan**
- **Coach meets new employee on Day 1**
 - Describes onboarding approach
 - Provides onboarding lessons learned and useful techniques
 - Connect with others in similar situations
- **Twice-monthly coaching sessions for 3 months to discuss onboarding progress and address any concerns (extend as needed)**
- **Coach has check-in with manager and HRBP at 3 and 6 months**
- **Facilitated feedback session with new hire and direct reports at the 6-month point**

ABOUT THE COACH

Background & experience

Dr. William Thomas is a World Coach Institute-Certified Professional Coach and a certified Hogan Assessments practitioner. He is a retired US Air Force lieutenant colonel who spent the majority of his 21-year career as a strategist, and served in complex environments such as Iraq, Afghanistan, and the Balkans. He holds an MBA as well as a PhD in public policy with a focus on organizational culture and change. Dr. Thomas has been a professor at Georgetown University in Washington DC and at the United States Air Force Academy, and taught as a 2008-2009 Fulbright Scholar at Nanyang Technological University in Singapore.

Since moving to Southeast Asia at the end of 2011, he has coached Chief HR Officers at large enterprises as the Executive Advisor for CEB Corporate Leadership Council in Asia; provided geopolitical and macroeconomic support to C-suite leaders as Director of the Economist Intelligence Corporate Network for Singapore and Malaysia; and, led Executive Development and Executive Onboarding in Asia-Pacific for Amazon Web Services. Now working in Singapore with Designing Leaders, he has also lived in Bangkok and Manila. He is the author of *CROSS THE LINES: A Journey to Complete The Marathon Grand Slam*.

Selected Coaching Engagements

Operational Coaching

- Five-month engagement with the Chief Risk Officer for a multinational insurance company in Singapore who was experiencing relationship challenges with C-suite peers.
- One-year engagement with a US furniture manufacturer in Vietnam, individually coaching six C-suite leaders (CEO, CHRO, CMO, CFO, EHS, Production Line) representing six countries, as they sought to change the organizational culture and improve communication among the workforce.

Future Leadership Coaching

- Coached seven AWS directors in the Executive Development program who were on succession plans, including a Country Leader, two China functional leaders, and four APAC functional leaders.
- Three-year engagement with a Singapore-based pharma leader that began as Operational and evolved into Top Talent coaching as she prepared for a US-based HQ role.

Transitional Coaching

- Coached dozens of new and transferring AWS Directors and Vice Presidents in APAC and North America in the Executive Onboarding program over three years.
- Ongoing engagement with a Hong Kong-based economics PhD who transitioned out of investment banking into a fintech startup, then pivoted to a university teaching role, and then into academic program leadership.