

# Executive Coaching



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# Introduction

Executive Coaching at IESE is a personalized learning methodology that offers participants a safe space to reflect on their current reality and future aspirations.

Integrated in IESE leadership development programs, executive coaching bridges the “knowing-doing gap” and intensifies the impact of the school’s core learning approaches, including the case study method, team projects, and classroom debate and discussion.

The experience provides a unique platform for a firsthand taste of the executive coaching process, which ultimately aims to promote professional excellence.



**Prof. Alberto Ribera**  
Academic Director  
Coaching Unit



**Estibalitz Ortiz**  
Executive Director  
Coaching Unit



# Executive Coaching at IESE

**Executive coaching** within IESE programs is completely optional and, as its name implies, it focuses on the participant's role as an executive:

- A **deeply personal** process, it starts with defining a concrete goal that aligns with the overall program objective.
- It is framed as a **Socratic-based, future-focused dialogue** between a participant and a facilitator (coach), who uses open questions, active listening, summaries and reflections to stimulate the participant's self-awareness and personal autonomy.\*
- As a **collaborative process**, executive coaching requires time, effort and commitment on behalf of both the coach and the participant.
- Participants generally engage in two to four sessions, which employ a **highly practical approach** to elevate the learning impact and increase self-awareness.

\* Passmore, J & Fillery-Travis, A (2011). "A Critical Review of Executive Coaching Research: A Decade of Progress and What's to Come", *Coaching: an International Journal of Theory, Practice and Research*, 4 (2), 70-88

## How it works

Grounded on the concept of accountability, the process employs assessment diagnostics and one-on-one sessions delivered over three distinct phases.





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# Stage 1: Diagnose and build awareness

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## Aim

**To reflect on your personal development goals, expand your self-knowledge and uncover potential blind spots.**

By opting to take part in IESE's executive coaching, you will be able to gain a sharper awareness of your challenges and opportunities, as well as pinpoint behavior patterns, mental constructs or emotional barriers that may be undermining your development.

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## Structure

### **Step 1: Assessment**

The process begins with a thorough, rigorous and reliable leadership competency evaluation, selected according to program characteristics. Some programs employ IESE's 360-Degree Assessment of Leadership Competencies, an invaluable tool developed by the school's faculty.

During this phase, the program director meets with the coaching team to brief them on the program objectives and criteria for incorporating executive coaching into the learning experience.

### **Step 2: First Call With Your Coach**

Your coach will contact you to learn more about your situation and objectives. Working together, you will define the terms of your commitment and a roadmap moving forward to make sure you reach your goal.

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## Outcome

You will gain a stronger sense of self-knowledge by closely examining of your core challenges, values and competencies within the framework of your professional context.

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# Stage 2: Internalize and discover new possibilities

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## Aim

**To interpret your assessment results and revise your personal action plan.** The coaching process dovetails with the program's academic content. As a result, you may decide to recalibrate your objectives based on issues that arise during classroom interactions.

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## Structure

Your coach will encourage and support you throughout the process through active listening, reflection, mirroring, synthesizing and questioning.

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## Outcome

You will emerge from second stage with a concrete action plan. You will also have internalized newfound insights and gained a deeper awareness on your current reality and future possibilities.





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## Stage 3: Experiment and change

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### Aim

**To gain fresh perspectives.** You will broaden your outlook and acquire new approaches to help you advance your leadership competencies and implement a long-term action plan.

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### Structure

You may find that you will acquire new competencies that you are unable to immediately exploit. In this case, your coach will adopt a “pull” rather than “push” approach and encourage you to experiment on your own.

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### Outcome

By the end of this stage, you will begin to integrate new behaviors and discoveries into your day-to-day until they become unconscious habits.

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# Our team

Members of the IESE Coaching Unit are based on the school's campuses in Barcelona, Madrid, Munich and New York, and in other global venues. The IESE Executive Coaching team includes more than 50 senior coaches who reflect more than 10 different nationalities. They excel in a number of distinctive qualities:

- Solid and relevant international business experience in different sectors and markets
- Coaching experience with a wide range of managerial positions, from middle management to C-Suite levels and senior management teams
- Most members hold an advanced degree (MBA or Ph.D.) from IESE

IESE executive coaches are certified by renowned international institutions in a range of coaching methodologies. Thanks to their broad experience and expertise on leading-edge techniques, they are uniquely equipped to customize the coaching process to explicit needs of each and every participant.



# What we do

The IESE Coaching Unit provides a development offering that complements and enriches the learning impact of the school's executive education programs. In addition to managing coaching activities within IESE programs, the division spearheads a number of other initiatives:

- **Research on the foundations of executive coaching,** the diverse assessment tools available, and the best methodologies within a business school context

- **Workshops and conferences with other institutions.**

The Unit organizes an annual Coaching Symposium. Previous editions have spotlighted forefront issues such as "Coaching for entrepreneurship" and "Coaching for executive resilience."

- **Publication of cases and technical notes,** including more than 30 cases and technical notes on executive coaching and assessment instruments over the last 10 years.



# What you will take away

**1** Maximize the program's learning **impact**

**2** Enhance your **self-awareness**

**3** Accelerate your personal and professional growth to reach your true **potential**

**4** Achieve your goals by **gaining self-confidence** and a greater sense of clarity

**5** Gain a sharper **focus** and renewed energy by concentrating on a concrete objective within a limited timeframe

**6** Expand your understanding of the **coaching process** and core methodologies

**"It has been very unique experience for me – extremely useful, thought-provoking and inspiring!"**

**Matilda Dimovska**  
Country Office Support Team  
UNDP Istanbul Regional Hub for Europe and the CIS



# Get in touch

Executive coaching at IESE is a positive step forward to helping you solidify your career objectives and acquire a new mindset and behaviors that foster long-term growth.

Contact us to learn more about the IESE Executive Coaching Unit.

**IESE Executive Coaching Unit**  
executivecoaching@iese.edu



**"My coaching experience at IESE was tremendously beneficial. First and foremost, my coach helped me clarify a concrete professional objective and design an action plan to attain it. The process also increased my self-awareness, which has fundamentally changed my outlook in both personal and professional domains."**

**Ragna Árnadóttir**  
(AMP'15)  
Deputy CEO of Landsvirkjun

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A Way to Learn  
A Mark to Make  
A World to Change

