

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 Cultivates Trust
- 1.3 Embodies a Coaching Mindset
- 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

Resources

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

1.2: Cultivates Trust

Key Concepts

- Character
- Integrity; Speaking the Truth
- 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](#)
- [Six Key Communication Techniques to Build Trust and Inspire Your Team](#)
- [Command and Control Leadership is Dead](#)

1.3: Embodies a Coaching Mindset

Key Concepts

- Client-Centered
- Purpose-Driven
- Servant-Leader
- Flexible
- Curious
- Value of Distributive Leadership

1.4: Leverages the “SCARF” Model to Increase Effectiveness

Key Concepts

- Status
- Certainty
- Autonomy
- Relatedness
- Fairness

Resources

- [SCARF Model](#)

1.5: Leverages the Commitment/Capacity Coaching Quadrant Model

Key Concepts

- Evaluate, Upskill, Act

Resources

- [Commitment/Capacity Coaching Quadrant Model](#)

1.6: Defines the Relationship through a Partnership Agreement

Key Concepts

- Establishment of Partnership and Purpose
- 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](#)
- *Results Coaching Next Steps: Leading for Growth and Change*

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](#)

3.2: Identifies the Type of Coaching

Key Concepts

- Planning-Focused
- Solution-Focused
- Goal-Focused
- Reflection-Focused
- Use of Awareness and Discernment to Adjust from Coaching to Consulting, only when needed, based on Circumstances

3.3: Uses Effective Coaching Language, Tools, and Techniques

Key Concepts

- Considers Client Experience, Context, Situation in Determining Approach
- Presumes Positive Intent
- Maintains Presence
- Demonstrates Authenticity
- Asks Powerful Questions
- 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 Reflection in Order to Identify What is Enhancing Client Progress

Resources

- [Assuming Positive Intent](#)
- [Asking Powerful Questions](#)
- [The Value of Requesting](#)
- *Results Coaching Next Steps: Leading for Growth and Change* by Kathy Kee & Vicky Dearing
- [Atomic Habits: Discussion Questions](#)
- [Emotions - What Do We Do with Them](#)

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

- [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

4.2: Articulates Next Steps and Seeks Clarity

Key Concepts

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

4.3: Seeks Feedback

Key Concepts

- Seeks Feedback on Effectiveness
 - What worked about this conversation to support your continual growth?
- Seeks Feedback on Adjustments
 - What might I adjust, 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

- *A Beautiful Constraint* by Adam Morgan and Mark Barden
- *10 Leadership Virtues for Disruptive Times, Coaching your Team through Immense Change and Challenge*, by Tom Ziglar
- [Essential Element Model](#)
- [First- and Second-Order Change](#)
- [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 in Your School](#)
- [7 Rs of Change Management](#)

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

Key Concepts

- Identification of “Breakthrough 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

- *The 4 Disciplines of Execution* by Covey

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

- *The Culture Code* by Daniel Coyle
- *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
- [The Decision Tree in Coaching](#)

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

- [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

Resources

- [Executive Coaching Tools and Resources](#)

Resource Citations

- Aguilar, E. (2020). Art of coaching: Effective strategies for school transformation. Jossey-Bass.
- Achor, S. (2018a). Big potential: How transforming the pursuit of success raises our achievement, happiness, and well-being. Random House.
- Clear, J. (2022). Atomic habits: An easy; proven way to build Good Habits; Break Bad Ones: Tiny Changes, remarkable results. Cornerstone Press.
- Coyle, D. (2019). The culture code: The secrets of highly successful groups. RH Business Books.
- Franklin, M. (2019). The heart of laser-focused coaching, a revolutionary approach to masterful coaching. Marion Franklin.
- Friedman, E. H., Treadwell, M. M., & Beal, E. W. (2017). A failure of nerve: Leadership in the age of the quick fix. Church Publishing.
- Grenny, J. (2021). Crucial conversations: Tools for talking when stakes are high, Third edition. McGraw-Hill Education.
- Gordon, J. (2017). The power of positive leadership: How and why positive leaders transform teams and organizations and change the world. Wiley.
- Kee, K. (2017). Results coaching next steps: Leading for Growth and Change. Corwin A SAGE Company.
- Morgan, A., & Barden, M. (2015). A beautiful constraint: How to transform your limitations into advantages, and why it's everyone's business. John Wiley & Sons, Inc.
- McChesney, C., Covey, S., Huling, J., Walker, B., & Thele, S. (2023). The 4 disciplines of execution: Achieving your wildly important goals. Simon & Schuster UK Ltd.
- 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.