The VA Executive Coaching Program (ECP) offered by the Corporate Senior Executive Management Office (CSEMO), provides leaders with strategic assistance and personalized leadership learning. Executive coaching is a best practice and can benefit the newly appointed and seasoned senior executive in better accomplishing the mission. It is particularly effective when the senior executive:

* Is facing new challenges or challenges in which the old ways of approaching are no longer effective;
* Feels a change in their own or their team member’s behavior will help enhance their or the organization’s performance;
* Has clear focus areas for the coaching;
* Could use an independent confidante and thinking partner; and
* Recognizes that honing leadership skills will lead to greater success.

Executive coaching is a one-on-one professional engagement which produces results that are observable and meaningful to both the senior executive and the VA mission. Executive coaching is goals-focused and begins by assisting the senior executive with defining areas for improvement. Through a series of purposeful conversations and new practices, coaching then assists the executive with building self-awareness, creating sustainable behavioral changes, and taking action. While each executive coaching engagement is unique, some typical outcomes include:

* Enhanced focus on and team alignment with VA strategic goals and priorities.
* Resolution of challenges impeding progress toward business results.
* Enhanced team coordination, collaboration, accountability, and effectiveness.
* Clarity of vision as a leader and enhanced ability to lead from this vision.
* Improved work management and delegation.
* Improved communication up, down, and across.
* Enhanced partnering and influence.
* Increased skill and confidence in having difficult conversations.

The executive coach is not a consultant in the traditional sense. The difference is that the executive coach focuses on leadership, not technical skills, and relates to the senior executive as a partner versus advisor. Together, the coach and senior executive choose the focus, format, and desired outcomes for their work.

The VA ECP includes the following core characteristics:

* Multiple, periodic executive coaching sessions over a one-year period.
* It is flexible, combining face-to-face and virtual sessions.
* Recommended three-way conversation with the senior executive, supervisor, and coach to discuss developmental goals.
* Identifying reference materials such as books, articles, videos and other leadership development tools by the executive coach.
* Availability of a professional external executive coach with substantial federal and private sector experience at the executive and upper-management levels.