



Strategies for Enhancing  
Human Dynamics & Value Development

## What do Business/Executive Coaches DO??

**Coaching creates conversations that connect people and allow for clarification of important and critical issues.**

Coaching leads to commitment to develop "right action" for the individual and organization.

Right action occurs when the personal and organizational agendas align in such a way that awareness, purpose, competence and well-being are natural outcomes. This can, at times, mean the redirection of career paths and organizational goals.

**To learn more about coaching  
Optimize! Institute call  
760.735.8686**

**Your initial telephone  
consultation is free.**

**Be the most effective  
leader you can be.  
Start Coaching Today!**

### **When working in an organizational environment, with teams or individuals, experienced coaches:**

- Elicit and encourage solutions as well as offer expertise.
- Create developmental opportunities within the person, team, or staff being coached to see things differently.
- Look for openings that lead to long-term developmental opportunities rather than providing only an immediate fix.
- Foster increased leadership and emotional competence to generate possibilities, create workable plans, and gain commitment to right action in alignment with business goals.
- Create effective interactions by listening, observing, discerning, and modeling.
- Deliver results through feedback, questions, statements, challenges and ideas.
- Guide a business system to evolve its culture by identifying critical personal and business issues.
- Remove blocks to adaptability, vitality, passion, and willingness by clarifying personal and organizational values.
- Provide and model interactive styles that enhance internal problem-solving skills leading to long-term progress rather than quick fixes.
- Blend training, management, and leadership development at every level in an organization.

"All too often, business talk and business thinking do not reflect this basic idea, that business life is first of all a matter of civility, of integrity, of cultivating the virtues. And the virtues include not only the obvious entrepreneurial virtues of thrift, tough-mindedness, and cleverness but the civic and civil virtues of caring (e.g., for customers, for employees, and for the community), of co-operation and trust (among competitors as well as allies), of fairness and loyalty (to one's friends, one's family, one's company, one's community). When business is cut off from the rest of human enterprise, in such slogans as "business is business", for example, cynics suggest what is simply not true. Business is not "just business". It is not self-contained, with its own rationale, its own rules, its own reason for being. It is, essentially, a part of human life and human community."  
—Robert C. Solomon, *A Better Way to Think About Business*