

The CEO's Secret Weapon

Think the country's biggest power players get to the top on their own? Think again. Many of them have had help from these leading executive coaches. *by Cara Cannella*



	<p>Marshall Goldsmith Cofounder, Marshall Goldsmith Partners 212-340-8280; marshallgoldsmith.com</p>	<p>Trisha Scudder Founder and president, Executive Coaching Group 212-877-3400; executivecoachgroup.com</p>	<p>Dee Soder Founder and managing partner, CEO Perspective Group 212-554-4990; ceoperspective.com</p>		<p>Nancy Ancowitz Founder, Nancy Ancowitz Business Communication 212-421-1688; nancyancowitz.com</p>	<p>Maggie Craddock President, Workplace Relationships 212-889-1106; workplacere relationships.com</p>	<p>Ben Dattner Principal, Dattner Consulting 212-501-8945; dattnerconsulting.com</p>
FEES	For a speech, \$35,000. For coaching, the fee is based on results. Typically, \$250,000 per year per client.	From \$1,400 to more than \$3,000 a month, depending on which coach you work with.	Fees vary depending on services; discounted rates for "friends of the firm" are available.		At an office, \$3,500 a day; with individuals, \$2,000 for a discounted package rate of four two-hour sessions.	Fees vary from project to project and by number of people involved.	Between \$300 and \$500 an hour.
NOTABLE CLIENTS	"The CEOs of Ford, the Girl Scouts, GlaxoSmithKline, and Herman Miller; a managing director at Goldman Sachs; and the chairman of the board of Hasbro."	"More than 200 CEOs, presidents, executive vice presidents, and managing partners, from Wall Street firms to advertising corporations, including AIG, Yahoo!, MTV, Bear Stearns, Morgan Stanley, and Omnicom Group."	"A number of CEOs, plus investment banking and consulting stars. Two that always make me smile are Bill Bratton, NYC's former police commissioner, and Barbara Krumsiek, CEO of Calvert Group, for proving that profits and social causes can go together. "		"A managing director at Goldman Sachs; the head of trading at a major bank; a network TV journalist; a sculptor with work [on display] at the Whitney; a Fulbright legal scholar; a successful opera singer; and TV, film, and theater directors."	"All levels, from the C-suite to the vice presidential ranks at Goldman Sachs, Merrill Lynch, Credit Suisse, and Deutsche Bank. We've also worked with major companies in the legal, insurance, and pharmaceutical industries."	"I've worked with executives at Credit Suisse First Boston, Time Warner, and Pfizer, among many others in the media, pharmaceutical, consumer product, and real estate industries."
WHAT THEY DO	"I help successful leaders get even better by achieving positive, lasting changes in behavior. I get paid for coaching only on a for-results basis."	"I transfer business wisdom to my clients—specific distinctions in leadership, communication, management, teamwork, and high performance. Their thinking expands, then I work with them on skills to take advantage of that bigger thinking."	"We provide highly confidential, pragmatic advice and assessments to executives who want results and straight talk. We combine psychology and business for fast, responsive, nonjudgmental service."		"I help my clients connect to, express, and get recognition for their genius. Whether we're preparing for critical interviews and presentations or strategizing about organizational politics, we focus a lot on communication."	"We help clients build profitable and sustainable careers. Executive coaching is a process that facilitates the internal and external changes necessary to take one's professional performance and personal satisfaction to the next level."	"We typically create a development plan and work with clients as they implement the plan, the goal being to boost self-awareness and workplace efficiency."
COACHING STYLE	"My coaching style is as more of a facilitator. A therapist focuses on the past. In my work, I focus very little on the past. Most of what my clients learn is from themselves and everyone around them. I facilitate their learning."	"Coaching is for action—to have the client not just gain insight or be inspired, but to change results. Like a sports coach, I see things the client can't see—I see what's missing."	"Clients often refer to me as 'Consigliere.' I've been a professor and a clinical therapist, keeping people from jumping off ledges. Executive coaching isn't therapy."		"The people who hire me are already very driven and aren't looking for a taskmaster; they tend to have tough internal critics and don't need me to add to the noise."	"Coaching is goal-oriented, with a beginning and an end point. It's intended to bring about specified changes that you can track. A good coach will hold clients accountable."	"I often help my clients frame decisions and teach them what their options are. Then I take more of a consultative, therapeutic approach to choose within those options."
COMMON CAREER MISTAKES PEOPLE MAKE	"Winning too much. It's hard for smart, successful people not to go through life constantly winning—proving they're right, proving how smart they are. The second classic problem is when bosses add too much 'value' to a young, motivated person's good idea, rather than listening."	"Being stingy—with praise and acknowledgment, with time spent developing employees, with helping colleagues and being collaborative. Also, limiting your thinking to 'What's in it for me and my group?' Another widespread mistake is thinking you're always right and others are wrong."	"Assuming that the way he or she thinks is the way others do. It's not. Also, thinking competence counts more than it does. At a certain level, everyone is smart and works hard, so nuances count. People often fail to get objective feedback. Ask for it and listen to it."		"Wasting energy comparing themselves to others rather than taking stock of their own strengths. They don't ask for help. They don't make a habit of building their professional network—which, like a garden, needs frequent tending."	"Leaving a promising career prematurely because the emotional dynamic is too painful. People become frustrated and upset to the point where they feel they need to leave. Working through a process like this can help them develop internal boundaries."	"Not knowing what they really want. I always encourage clients to ask, 'What am I good at? What do I enjoy doing? Where can I learn? Where can I earn? Where can I build good working relationships and increase my professional network?'"
IMPORTANT TIP FOR LADDER CLIMBERS	"Get into the habit of asking how you can improve, listening to input, learning from as many people as you can, and following up with them on your progress so you can get better. Don't ask for feed-'back'; ask for feed-'forward'."	"Without integrity, nothing works. In my coaching, we do a practical assessment: Do you honor your word? Are you on time for calls? It's a very practical view of integrity. Honor your word, and when you break it, be honorable about it."	"Remember: Things that shouldn't matter often do—attitude, presence, how you communicate with people, whether you're smiling, whether you're there helping your boss. Thousands of little things determine whether you're making that extra effort."		"Create an 'A' team of supporters, mentors, and other senior advisors—including a coach. When you climb, take it one rung at a time, celebrate each time you get to the next rung, and always be clear about where you're going."	"Develop a more sophisticated definition of networking. Develop relationships with people who are strategic thinkers in your industry.... Sophisticated networking will refine your vision of what your professional legacy can be."	"Follow the golden rule: 'Do unto others as you would have them do unto you.' Taking others' perspectives into consideration is easier said than done. "

photograph by MarcTule (GOLDSMITH)

photographs by David Plakke (ANCOWITZ); Michael Shilow (CRADDOCK)