

Why the name Sherpa? In the Himalayas, the native guides that assist climbers to the top of Everest are called Sherpas. Sherpas have a global reputation because:

- They predict weather that makes a climb dangerous or impossible.
- They know the terrain and design routes for the climb.
- They offer suggestions, ideas and the 'tools of the trade': skills and resources needed for the climb.



Sherpa coaches take on the role of the Sherpa climbing guide: enabling, advising and assisting in difficult environments with limited options.

Sherpa coaching clients, like climbers on Everest, must endure the hardships, put forth the effort, and be subject to the risks involved in reaching their goals. Ultimately, they must reach the summit through their own skill and determination.



The Sherpa philosophy for leadership development: Each client's strengths have taken him to his current position of leadership. Only by correcting weaknesses, those obstacles that prevent a leader from getting to the next level of success, will the client see continued professional progress. This philosophy is in stark contrast to schools of thought that tell you to emphasize your strengths, and surround yourself with people who cover your weaknesses.

As executive coaches, **Sherpas deal with business behavior.** In the Sherpa Stance, we ask four questions that determine if a conversation is permitted, and whether it's worthwhile:

1. Is it Precise? Are we talking about a problem, a symptom or a feeling? Unless we are talking about a problem, we aren't ready to talk.
2. Is it Personal? If it's too personal, we don't continue.
3. Is it Present tense? Sherpas live in the moment, and in the future, not the past.
4. Is it Possible? Will a change in your client's behavior actually fix this problem?

We deal only with specific, achievable business behavior. Our process makes sure of that. We are not life coaches, success coaches, personal coaches, psychologists or therapists. Coaching seems to be an easy occupation. All you have to do is meet with someone (or even easier, send an email or talk on the phone) and give them your advice. Without a process, what do most coaches do? Wander into areas bordering on therapy, and take on personal issues and history. Without a process, you have an unqualified advisor, working toward an ill-defined goal with no road map, no documentation and no deadline.



SHERPA EXECUTIVE COACHING



The Sherpa process is detailed enough to produce a 340-page book and 60-page client guide. It's specific, yet flexible enough to accommodate any client's development needs. Here's a quick overview. Our certification classes at multiple universities teach the process in detail. Clients experience the process, while finding it transparent.

Every phase and every step includes assessments, journaling and 'homework' assignments, to keep the coaching process moving between meetings. Here's a quick

summary:

- Phase One – We will be looking at you, the real you. (Taking Stock).
- Phase Two – You'll look at the important people in your life and how they affect and support you. (Global View).
- Phase Three - Then we'll discover your motivations, why people and things affect you the way they do and how to create and communicate expectations. (Destination)
- Phase Four - We will work on specific areas that will affect your day-to-day work life. We'll organize and structure goals that fit your needs. (Charting the Course)
- Phase Five - Then we'll make sure it's planned for success, checking that accountability and attitude are right where they should be. (Agenda)
- Phase Six - When we are done, we'll have cause to celebrate. (The Summit)

Our methodology, excerpted from our book
"The Sherpa Guide: Process-driven Executive Coaching":

In our world, executive coaching is a personal and frequent one-on-one meeting designed to produce specific, positive changes in business behavior in a fixed time frame.

Some coaches offer services by phone or email. Coaches will say this "removes visual distractions". It does. That's not good. Have you ever multi-tasked while you were talking on the phone? Coaching clients will, too.

We could expand our market and make more money coaching by phone or email, but a long-distance relationship can not possibly produce the best results. Over the phone, all visual stimuli are removed. Email takes away even more, stripping inflection and tone of voice from a relationship.

We strongly advocate face-to-face coaching. Face to face meetings force honesty, impose concentration, and guarantee a personal commitment to success.

TIMELINE: For top line officers to senior managers in manufacturing, government, health care, finance and service industries, Sherpas **change business behavior in as little as 90 days**. They are honest without being harsh, efficient without being ruthless, and they have a detailed process that spurs clients' success. Sherpa Coaching is the definition of executive coaching.

Society for Human Resources (SHRM) describes The Sherpa Guide:

"An exciting new book whose time has come, The Sherpa Guide delivers a solid standard for professional coaches, including

- a clear, predictable process for business coaching,
- a timeline for every coaching engagement,
- and a path through the pitfalls of a very complex and delicate business.

The authors take their lead from the Sherpa, the expert native guides who skillfully assist climbers to the top of Mount Everest. In this book, the authors take on the role of the Sherpa: enabling, advising and assisting. The executive, like climbers on Everest, must endure the hardships, put forth the effort, be subject to the risks involved in reaching their goals. Ultimately, they must reach the summit through their own skill and will.

Every climb is unique. This resourceful guide equips readers with the tools to coach their clients to their highest goals. In coaching, you need a process, and you must respect the process. No shortcuts, and no detours. Limit the playing field to professional issues, and then to allow the client to do the climbing on their way to the summit. Every situation is unique, but with a map for the process, a defined system, you'll reach your client's goals."