



## Coaching Overview

### What is Coaching?

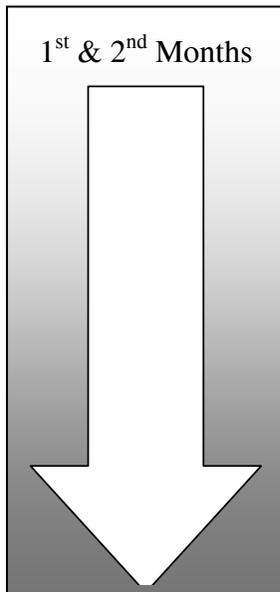
Coaching is a process designed to help successful people become even more effective in their goal achievement. By involving an objective, outside individual in the process of gathering data in areas of strength and development, using that data to create an individualized plan for personal development, and then providing ongoing accountability to that personal action plan over a period of time. It is a proven method designed to increase personal effectiveness and organizational results.

*“In almost all cases, even the most successful leaders can increase their effectiveness by changing certain elements of their behavior. (The same is true for us as spouses, partners, friends, parents and children.) By becoming aware of how we can improve, involving respected colleagues and following – up, we can almost always get better at the behavior we choose as perceived by the people we choose.”*

*Marshall Goldsmith – Helping Successful People Get Even Better*

### A Process and Timeline Overview:

The Coaching process involves six steps usually completed over the course of a 6 - 9 month period of time. Each Step has Elements, Expectations and Outcomes. They are:



#### Step 1 – Build Rapport

Element:

- Individual meetings with client – face-to-face

Expectations: 2 – Two hour sessions in month

Outcomes: Set goals for coaching engagement

#### Step 2– Data Gathering

Elements:

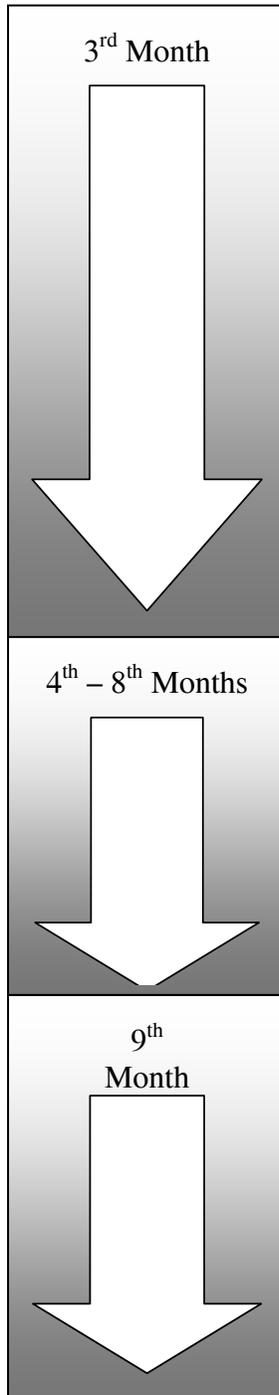
- 360 feedback instrument
- Individual meetings with client – face-to-face
- Individual interviews with cross section of 360 participants – provides richer feedback data (optional)

Expectations: 1 – Two hour session + 30 min. sessions with individual interviewees

Outcomes: Data to provide individual “gift of feedback”



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### Step 3 – Feedback

Element:

- Individual meetings with client – face-to-face

Expectations: 2 – One hour sessions in month

Outcomes: *Written feedback report with development data*

### Step 4 – Development Planning

Element:

- Individual meetings with client – face-to-face

Expectations: 2 – One-hour sessions in month

Outcomes: *Personalized 6 – 9 month Development Action Plan*

### Step 5 – Coaching to the Plan

Element:

- Individual meetings with client – face-to-face or via phone

Expectations: 2 – Two hour sessions per month

Outcomes: *Accountability to the personal Development Plan*

### Step 6 – Evaluation & Next Steps

Elements:

- 360 feedback instrument (2<sup>nd</sup> time)
- Individual meetings with client – face-to-face
- Individual interviews with cross-section of 360 participants – provides richer feedback data (optional)

Expectations: 2 – Two hour sessions during month

Outcomes: *Data to determine progress to personal Development Plan, Clarity on next steps for Development*



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### In Summary:

The Coaching Process involves six steps that include elements, expectations and outcomes. The coach and individual being coached form a “sounding board” partnership where data is gathered; feedback is given; development areas and activities are identified; a written development action plan is created; accountability is created in regular follow-up and measurement is used to document progress in personal development over the Coaching period of time.

### Key Success Factors:

Marshall Goldsmith, renowned executive coach, summarized three key success factors in the coaching process:

- The key variable in determining the success of coaching is not the coach; it is the person being coached and their co-workers
- True long-term change requires discipline over time and process management
- By involving team members and key stakeholders, the value of the coaching process can be increased exponentially.

### The Bottom Line:

*“In today’s competitive world, top executives increasingly understand that sustaining peak performance requires a commitment to developing leaders throughout the organization. Leaders need to develop other leaders. An important part of this development process includes helping people set – and achieve – meaningful goals for personal change.”*

*~ Marshall Goldsmith – Helping People Achieve Their Goals*

Coaching – is a proven tactic in developing personal effectiveness that drives a return on the investment from the organizational results achieved and satisfaction in personal growth, development and self mastery.