

## Coaching Services – Descriptions and Success Factors

### Types and scenarios:

**“Getting unstuck”** coaching – Sometimes we get stuck in a circle of barriers and challenges that consume too much of our productive consciousness. We can become unproductive at the expense of methodically identifying, prioritizing, and addressing what we need to do to become “unstuck.”

**Performance/competency-based** coaching - Structured encouragement and skill-building (with permission) in the interest of achieving **incremental** performance – a concentrated focus upon taking a specific skill(s) to the next level. Performance coaching is not intended to signal “poor performance” – in fact it is often, but not exclusively, an investment in the highest performing individuals in an organization.

**Executive/leadership** coaching supports:

**Executives** – in becoming more effective and comfortable in an existing leadership role (often involves customized 360-feedback through interviewing as a tool in identifying and focusing specific action items and opportunities)

**New leaders** – in preparing for being effective and comfortable in a new leadership role – “hitting the ground running.”

**Succession planning** – in identifying the specific skills, traits, and characteristics that are important to specific leadership roles (typically involves interviewing multiple interested parties)

**Career** coaching - Structured support and encouragement in exploring, developing, and executing career plans.

**Interview preparation** coaching – Preparation for interviewees who will be conducting candidate interviews or individuals who will be interviewing as a candidate for a new opportunity (typically includes “mock”/roleplay interview opportunities).

**Life** coaching – Some coaches specialize in helping people achieve prioritized balance and greater satisfaction in “all” aspects of their lives. While **IC<sup>2</sup>** does not market “life coaching” as a discrete service, coaching discussions may include “non-work” topics as may be raised by the coachee (e.g. balancing work and personal commitments).

*Note: Different types of coaching can be combined to develop a customized approach to specific circumstances and needs. Coaching relationships sometimes evolve to span multiple categories.*

**Success factors** - Coaching is most successful when driven by the individual being coached (the coachee) – it is about his/her:

- Motivation and desire to have a coach - and active role in selection
- Vision, objectives, and plan – it may be helpful to explore:
  - Desired state vs. current state
  - Coachee attributes and circumstances in the context of his/her environment
- Agenda and pace (with prompting and encouragement as needed – i.e. the coach may make observations that progress is not occurring consistent with either the coachee’s or the sponsor’s objectives and expectations as understood)
- Understanding of confidentiality – i.e. assurance that coaching discussions will be unconditionally confidential unless:
  - Specific understanding to the contrary is agreed upon by all interested parties
  - The coach and the coachee together conclude that an issue should be shared
- Clear understanding of the role (if any) and expectations of the sponsor

**Coaches provide:**

- Structure and focus – but a good coach does not judge. Visualize a coach working alongside an Olympic athlete. The coach provides feedback and encouragement, but it’s the judges who judge and determine scores.
- Objective observations and questions
- A safe sounding board for ideas
- Brainstorming partner for discovery
- Accountability – a good coach helps the coachee move his/her agenda and objectives forward by asking the right questions and by keeping the right issues on the radar screen. Of equal importance, a good coach helps a coachee let go of the “wrong” issues – i.e. helping a coachee discover that which is not important or relevant to his/her objectives and agenda.

**Techniques can include:**

- Regular/periodic structured discussions to address the coachee’s agenda, objectives, and progress
- Customized 360 feedback if appropriate and agreed upon
- Opportunities to practice and roleplay challenging discussions

**Virtual coaching** – coaching can be effective and productive by telephone, particularly if:

- The coachee is comfortable with it.
- The coach and the coachee have had an opportunity to meet in person to establish initial rapport.