

### **We Believe**

People are fundamentally sufficient and do not need to be fixed

People are naturally self-generating and self-correcting

All people are worthy of respect and “effort”

We are all doing the best we can with what we have, we are basically well-intentioned

The client’s agenda is sacrosanct

Organizational context is critical in determining what actually happens

People are naturally resilient and can handle more challenge than they know

Confidentiality is critical to creating a safe environment for coaching

### **Coaching Overview**

The coaching process is a useful framework, and no two coaching engagements have ever been the same. We may choose some or all of these, it is our choice.

#### **Discovery**

The goal of the discovery process is to gain a robust and well-rounded view of the client’s leadership style and impact. There are three common ways this is achieved.

1. Stakeholder interviews. This is perhaps the most common approach and involves the coach interviewing key intersections who would have a useful perspective. These can be direct reports, peers, supervisors, and other senior leaders, and even customers or external stakeholders if needed. Somewhere between 8 and 12 interviews are normally sufficient. These interviews are analyzed for themes which are presented to the client. Care is taken to ensure that the anonymity of those interviewed is protected.
2. Quantitative 360. There are many of these on the market and I am certified in most of the more common assessments. If there is no preference, I often suggest the Leadership Circle. It is unique in many ways and provides the best, most useful data. If you are interested in knowing more on your own, here is the link (<https://leadershipcircle.com/en/products/leadership-circle-profile/>)
3. Personality/Psychological Assessments. There are, again, many versions of this in the marketplace and include everything from a Myers-Briggs personality profile to the Hogan Assessments that are much more sophisticated and predictive. When these are deemed to be

useful, our preference is for the more sophisticated tools as they can potentially illuminate a path forward.

### **Coaching Process:**

Think of these as guidelines or a starting place, not hard and fast rules.

#### How long does coaching last?

*Coaching generally lasts between six and nine months.*

#### How often will we meet?

*Coaching frequency is generally every 2 – 3 weeks. We find that a shorter gap can mean there hasn't been time to practice or experiment with new behaviors or ways of thinking. If the timeframe is too long, we find that we spend a lot of time catching up on current circumstance and can lose momentum.*

#### What can you expect in a coaching session?

*This varies quite a bit but assume an hour-long conversation that might occur in person, on the phone, or via zoom or some other video conference platform. Expect the coach to come ready to pick up where we left off and/or with any homework/experiments. It is very common for a coaching session to include time to talk about current challenges and opportunities. We will attempt to relate those to the larger developmental themes and goals. And we should expect an explicit focus on those larger goals as well.*

#### What happens between sessions?

*This too varies pretty widely. This is a sample of common activities, all with the intention of testing boundaries and beliefs that limit us. We are big fans of animating how we notice ourselves and those around us. This may be in service of confronting limiting beliefs or in service of discovering possibility. We may agree that you will do something you are already doing, but with a twist or new way of thinking. We call these practices. We may agree that you will do something that is not currently on your agenda to do – we call these “safe to fail experiments.” We may agree on things to read or watch and other ways of learning new distinctions. The opportunity in bringing the conversations to “real” life is that we get to both practice and learn. One of my new favorite expressions is that “when we walk, we are both walking and learning to walk.” Translated to coaching, “we are both leading and learning to lead.*

#### What other things should I know?

*While our conversations are always between us, it is common for a supervisor or other stakeholder to be curious and want to know how the coaching is going. There are several ways we deal with this. First, you might have that conversation directly with your supervisor. Second, we might have that conversation together. Under no circumstance will I have that conversation on my own. This extends to any assessments or other data as well.*