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## Individual Coaching

Outlined below is a coaching process designed to improve the performance and job satisfaction of a manager or professional. We use different coaching methods for different needs. Some people want coaching on job-related skills. Others want coaching on personal issues, sometimes extending to home and family. To start a coaching relationship, we work with the individual, and ideally their manager, to design a process that meets the unique needs of the situation.

It is not easy to change behavior, attitudes or values. Often, coaching requires an extended period of time to learn and practice new behaviors. Typically, this involves 4 - 8 sessions, spaced weekly or monthly. Specific assignments are given to practice new approaches.

Coaching requires a thorough assessment of a person's skills, behaviors and attitudes. A deep level of trust, commitment and effort is required of both the individual and coach. The job of the coach is to be knowledgeable, candid, and supportive. The coach helps the individual explore reality, not judge. The job of the individual is to be open to feedback, take risks with new behaviors, and be responsible for results.

The results of coaching should be measured when possible. Although much of the benefit of coaching is intangible and long-term, the goal is to produce results. Measurement can be accomplished via 360° surveys or other methods.

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- 1. Plan**
- a) Identify participant's goals
  - b) Identify supervising manager's goals
  - c) Understand business objectives and performance requirements (now and future)
  - d) Agree on a coaching process/schedule, confidentiality issues, and who is informed

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- 2. Assess**
- a) Conduct structured interview
  - b) Conduct skill simulations or testing
  - c) Study past performance reviews
  - d) Interview supervising manager and/or colleagues (optional)
  - e) Administer 360° feedback survey (optional)
  - f) Interview family members (optional)

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- 3. Coach**
- a) Explore goals in depth
  - b) Explore the meaning of self-perceptions vs. others'
  - c) Identify necessary changes in skills, behavior, and attitudes
  - d) Explore root causes of current behavior and attitudes
  - e) Build new behavior and skills, in the proper sequence
  - f) Practice on the job
  - g) Follow-up on results at next coaching session

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- 4. Measure**
- a) Conduct 360° follow up
  - b) Track performance measures (where possible)
  - c) Interview supervising manager (optional)
  - d) Conduct family follow-up (optional)