



Coaching beyond Success

Coaching: our definition and process

A definition of Coaching:

Coaching = helping people enhance (self) awareness, set their goals for progress, think-through obstacles and opportunities, find their own solutions, take actions until success...and then... shift towards continuous progress

Coaching focuses on: behaviour, performance & satisfaction

An effective Coach does not provide solutions. Coaching is neither knowledge-transfer, nor on-the-job training.

Coaching leverages the 'change equation': $DVF > R$:

*It helps gain awareness of **D**issatisfiers, get a **V**ision (with goals) and sets "**F**irst concrete steps towards the Vision", to overcome **R**esistance to change*

How does coaching work?

The coach must establish trust, ensure confidentiality, and...

- asks open-questions instead of providing solutions
- does not judge the executive
- holds the executive responsible and accountable (even on choice of topics to work on)
- proposes to consider several perspectives on issues
- inspires with stories or reading-advice
- encourages executive to think issues all the way through
- ensures the executive acknowledge his/her progress (asks for recap/summary)
- requests actions

Coaching is most useful to help people change some of their limiting beliefs, and then develop skills and adjust behaviors.



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An effective Coaching process: “A.G.O.W.A.L.”

Awareness	Enhance awareness of subordinate on his/her subject: what are his/her perceptions and beliefs? What are others’ perceptions? What are the facts? What are the past-consequences/results? What are the likely future results, impact on career? Etc...
Goal-setting	Set a SMART goal/vision for progress: if necessary, brainstorm by using different perspectives (“if everything was possible...”, “worst case scenario...”, “most satisfying goal”...); ensure the executive realizes the full benefits of reaching the goals, so he/she is fully motivated
Obstacles & Opportunities	Think-through obstacles, resistances, challenges, underlying fears and opportunities, so as to find the best way-forward. Questions can encompass: “what risks do you see on your way to your goal? What could derail your progress? What are you afraid of? What approach would your role-model choose? Pros and Cons of his/her approach? What opportunities do you see? What could make things easier? Who could help you? Who do you need to talk with?
Way-forward	Help the Coachee clarify his/her solution going-forward, and translate it into an action plan, with clear responsibilities, time-lines, progress-indicators, milestones; challenge the executive if the plan is not effective, realistic or ambitious enough
Actions	The executive conducts actions he/she decided
Lessons learnt	The executive reports on what’s going well and what is not, the coach helps him/her to learn from failures and successes, and optimize the action plan. The coach invites the executive to memorize the lessons learnt, and identify where else to apply them. Celebrating the achievements is always a good idea!

NB: “Agowa” means “nourishing Earth” in a Himalayan language



Coaching as a management style

Integrating coaching in one's management style will boost autonomy of subordinates, thus creating more value for the Organization.

It is motivating for subordinates and raises their loyalty.

The boss has then more time for high-level tasks.

Coaching as a management style creates a virtuous circle of people and performance development.

10 Golden Rules of an Effective Coach:

- 1 Build Trust, Ensure Confidentiality**
- 2 Establish Awareness**
- 3 Motivate for Change**
- 4 Question, don't tell, don't judge**
- 5 Listen & use Silence**
- 6 Challenge, to get Best Ideas**
- 7 Request Actions**
- 8 Follow-up on Actions**
- 9 Anchor Lessons Learnt**
- 10 Hold Coachee Accountable**



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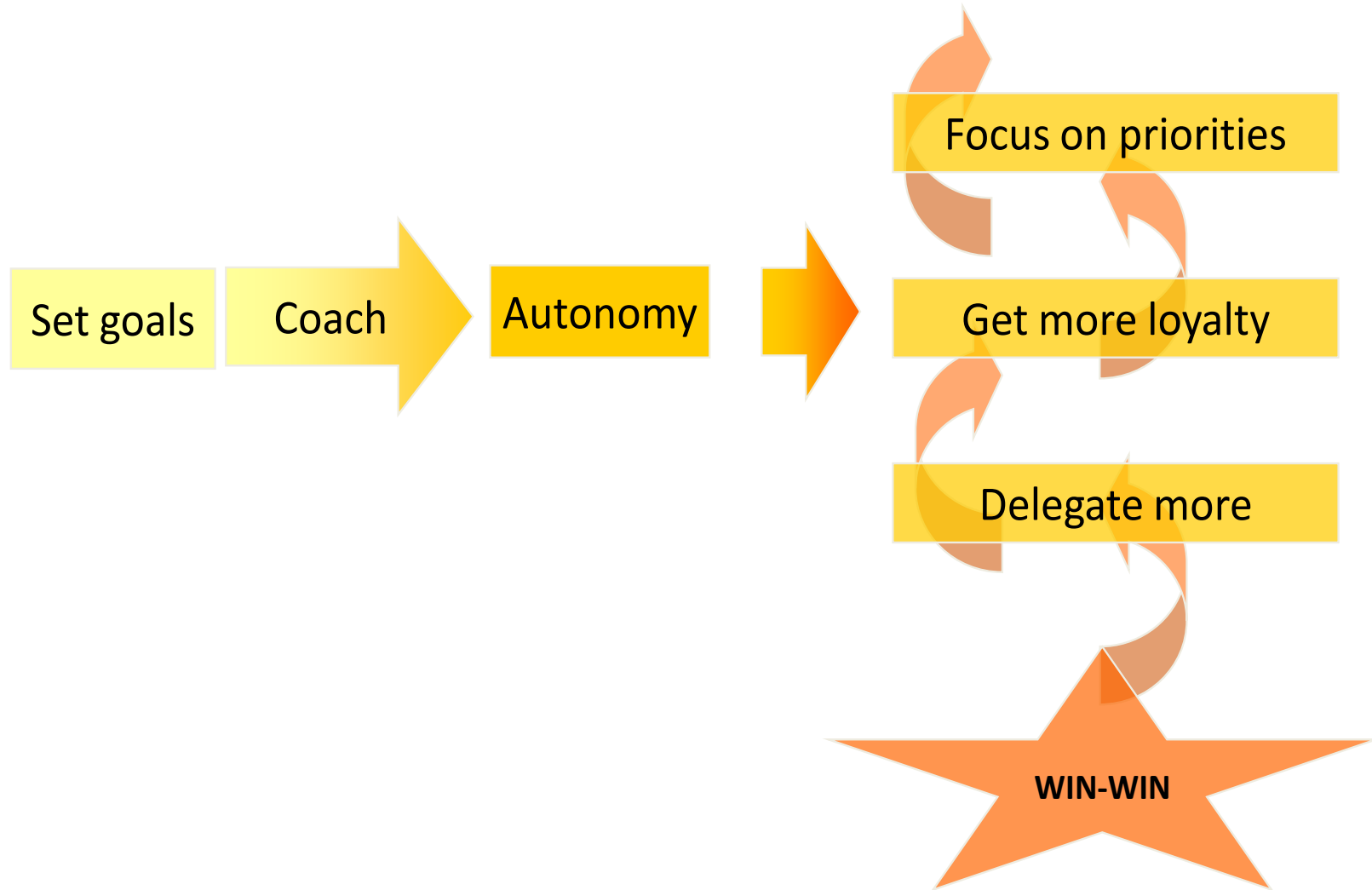
Coaching fundamentals: build awareness, responsibility and help to deliver actions





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What Coaching can do for you: enhance autonomy of your subordinates





Appendix:

Executive Coaching comes at the top of talent-management processes

From 2-years research by Bersin & Associates (www.bersin.com)

#	Top 22 Best Practices	Impact	Area
1.	Coaching: formal or well established coaching programs for employees	48%	PM
2.	Consolidating staffing requirements across the organization	42%	SR
3.	Ability of current workforce planning process to identify current and future talent gaps	38%	WP
4.	Competencies maintained through annual maintenance process	34%	CM
5.	Staffing metrics: measuring time to hire, cost to hire and quality of hire	33%	SR
6.	Cascading goals: aligning goals to manager or corporate goals	33%	PM
7.	Development planning: creating consistent development plans across the organization	33%	PM
8.	Establishing goals: establishing clear and measurable goals for all employees in organization	32%	PM
9.	Job functional competencies well established and used throughout the organization	32%	CM
10.	Competencies used in recruiting process for assessment and interviewing	31%	CM
11.	Managed recruiting process: carefully monitoring and tracking interview process	31%	SR
12.	Assessing performance: delivering an annual performance appraisal and evaluation	30%	PM
13.	Internal sourcing: internal job postings, career planning, and promotion to recruit from within	29%	SR
14.	Leadership competencies well established and used across the organization	29%	CM
15.	Performance based compensation: consistently linking compensation to performance ratings	27%	PM
16.	Competencies used in performance management for assessment, review and development	27%	PM
17.	Developmental training: training tied to developmental goals of individuals & organization	27%	LD
18.	Competencies used in leadership development programs for training	24%	CM
19.	Pre-hire assessment: assessing candidates against competencies for a position	23%	CM
20.	Employer brand: using web, collateral and marketing to position well for recruiting	22%	SR
21.	University recruiting: working with educational institutions to obtain qualified candidates	22%	SR
22.	Maturity level of leadership development: Strategic Leadership Development (level 4)	21%	LD

Competency Management

Leadership & Development

Learning & Development

Performance Management

Sourcing & Recruiting

Workforce Planning