How to Coach Successfully

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Transition Coaching
200 Offices in 27
Countries



Past Coaches and Mentors

- Short term and long term results, impact on you?
- What helped them to be effective as coach or mentor.
- Anything they could have done to be more effective?
- Were they more of a coach, mentor or both?



What do you want to take away today?



Definitions of a Coach and Mentor

From a Dictionary:

- Coach: to train, to instruct, to direct the movements of...
- Mentor: a friend to whom Odysseus, when setting out for Troy, entrusted his house and the education of Telemachus, a faithful counselor.



Definitions of a Coach and Mentor

From Google:

- Coach: to teach and supervise; private instruction; a person with expertise.
- Mentor: an experienced and trusted advisor, trusted counselor, a wise guide and advisor.



Types of Business Coaching

- Development
 - To move to next position
 - To provide the organization with management strength



Types of Business Coaching

- Performance
 - To achieve specific goals
 - To become more proficient



Types of Business Coaching

- Newly Hired or Promoted
 - To adapt to a new culture
 - To learn to manage at a new level and former peers



Types of Needs

- Specific developmental needs: usually communications, leadership, delegation.
- Strategic Focus
- Move to Vice President manage laterally and up
- Behavioral



Questions to Determine Potential Coaching Success

Assessing Coaching Receptivity

- Is coaching voluntary or involuntary?
- Past feedback response?
- Realistic timetable for changes desired?
- Level of agreement on goals?



Assessing Coaching Receptivity

- Response to being coached by you?
- Is the person unwilling or incapable of demonstrating the desired skill or behavior?
- Have you considered restructuring the job or team to play better to the person's strengths?



Assessing Your Coaching Capabilities

- Level of trust between you and the individual
- Your experience in coaching or being coached
- Your competence/confidence in coaching
- Your level of competency in the coaching goals
- Have you tested that the organization can/ will deliver on agreements made



The Coaching Agreement

- Can you both articulate the benefits (or losses) if the changes are achieved?
- Does the person, with your input, have a specific action plan?
- Is the developmental plan described wherein both parties can observe progress or lack thereof?
- Does agreement include feedback and a timetable to assess progress and course corrections?



The Coaching Process

- Goal of coaching is increased professional effectiveness to achieve better business results.
- Development of coaching agreement is critical to success.
- First step is dialogue to understand what changes the individual is trying to achieve.



The Coaching Process continued

- If behavioral goal, describe it so it can be observed.
- Benefits of achieving the goal?
- Resources, materials, methodologies, etc.
- If working on a weakness, what strengths can the person utilize?
- What fears, risks are involved in reaching the goal?
- Potential obstacles?



The Coaching Process continued

- Specific short term (1 week) and long term action steps?
- Where will time come from to work on action steps?
- Follow up and feedback timetable.
- Define roles: yours, the individual's and any others who are involved.



Ending the Activity

- Discussion of major learnings by both parties
- When things are not working
- Considering options



In-house or Outsource

- Level of competence in coaching and in skills to be coached.
- Will coaching and managing roles conflict?
- Value of internal knowledge vs objective approach.
- Time to commit to preparation and coaching.
- Confidentiality considerations



Questions?



Thank you

Steve and Joe

