



Coaching Intensive

A High Touch 360 Coaching Experience To Increase Your Leader's Confidence And Awareness

Typical Duration: 3 Months

Overview

Our intensive, three-month engagement supports the growth of your existing and emerging leaders by providing actionable insight into how they can be their best and what throws them off their game.

Even in cultures that encourage feedback, there are natural limits to how far an individual can travel on their own.

Our Coaching Intensive engagement helps your leaders go beyond what they thought possible.

Our Coaches increase your leaders' confidence by developing a focused understanding of their strengths and opportunities. Together, with input from the Coachee's manager, they create and execute a targeted plan to improve in areas that will make the most impact for them, their team, and the organization.

Highlights

- Three months of scheduled conversations – weekly via phone or video
- 360 Feedback Assessment - interviews and surveys with 6-12 critical constituents
- Monthly Shadowing
- Coaching Feedback Review
- Post-Feedback Action Planning
- Reviewing Emails - on-going, ad-hoc
- Coordination with Coachee Manager and/or HRBP
- Development Plan Review and Coaching Transition with Coach/Coachee/Manager



In the three months I worked with my coach, they had done a fantastic job helping me with my ability to connect with those on my team that reported to me, as well as improve my ability to communicate with other members of the leadership team. My coach's compassion and ability to genuinely listen made the feedback they gave some of the most valuable I've ever received in my time in a leadership role.

Milestones And Timeline

Kickoff Call and
360 Feedback
Gathering



month 1 Ongoing weekly coaching calls and monthly shadowing throughout engagement **month 3**



Feedback Review
and Development
Plan Creation



Manager
Handoff
Meeting

What To Expect

In this three-month engagement, Coaching Intensive starts by aligning the Coach and Coachee goals.

- While building rapport and trust, the Coach works to create a complete picture of the Coachee, based on how the Coachee sees themselves and how they are perceived by others.
- After gathering 360-degree Feedback, the Coach will guide the Coachee to devise a development plan.
- As the Coachee executes the plan over the course of the three months, the Coach provides ongoing support through ad hoc meetings, allowing for real-time feedback, nuanced insights, and regular reinforcement.
- To ensure lasting change, the Coach transitions out of the engagement with a handoff meeting with the Coachee's manager.

Coaching Kickoff Discussion

In this meeting, Coach and Coachee begin to build their rapport and outline the steps of the process. The Coach and Coachee will agree on expected outcomes, how their manager will be involved and the level of confidentiality that will be maintained throughout the engagement.

Together they will formulate the initial focus of the coaching work, answer the Coachee's questions, and begin to identify likely participants for the 360 Assessment.

A Proprietary 360 Assessment

We will gather anonymous feedback with 6-12 key team members with a combination of phone interviews and our online assessment tool. This feedback will help the Coach to understand the issues at hand for the Coachee and provide a baseline to help determine progress at the optional end-of-engagement interview.

Interview participants are typically the Coachee's manager, close team members as well as key internal peers and customers. They need to be people who are most important to the Coachee's success, have varied perspectives on their work and, ideally, a mix of working styles.

The second group of participants are more distant constituents, including additional team members, internal customers, and peers. This group will provide written answers to the same questions that are asked verbally, via an online link. This allows us to gather a broad swath of feedback without using days of coaching time.

The pool of potential feedback providers is driven primarily by the Coachee and Coach with input from the Coachee's manager (and their HRBP if appropriate). The Coach and Coachee will select the final list with these recommendations in mind, as it is critical that the Coachee feels that they "own" the list and the participants are selected fairly.

Shadowing – Virtual

A hallmark feature of our Coaching work is the shadowing component, where our Coach observes actual work interactions and provides in the moment feedback. Shadowing can be the most intimidating part of the process for some leaders; it also is the differentiator in helping the Coachee shift their behaviors. Most leaders believe they are an astute observer of the shadows they cast; most leaders aren't nearly as accurate as they believe.

Compared with "self-reporting," the real-time observations of a highly trained coach yield nuanced, concrete feedback that enables the Coachee to achieve results more quickly.

Communication Coaching

(email and online chat throughout the engagement)

The Coachee will bcc the Coach on their most important email communications throughout the engagement which:

- increases the Coachee's awareness of their self-expression
- deepens the Coaches' understanding of the Coachee's written communication style
- emphasizes the effort required to change behavior.

Coaching Feedback Review

Once the interviews are complete, the Coach will assemble the core themes and sit down with the Coachee to help them digest them. This meeting paves the way for lasting change: When leaders receive feedback from a highly experienced professional, they are far more likely to hear, internalize and – most importantly – act on it, by committing to take the steps to make it happen.

Together the Coach and Coachee will identify the most significant 2 or 3 themes from the feedback and begin to create an Action Plan.

Development Plan Review With Manager

The Coachee and Coach will also review the themes of the feedback with the Coachee's manager, and sometimes the HR Business Partner. They will meet to confirm which high-level themes they will be addressing over the next several months. This ensures everyone is aligned in terms of the focus for our work and gives the Coachee an opportunity to demonstrate commitment to development.

Post-Feedback Action Planning

The Coach will measure the Coachee's weekly progress, using the Action Plan as a benchmark, along with self-assessment, the Coaches' feedback and coaching from other key constituents.

We recommend that the Coachee share their core development themes and focus with those close to them (their Manager, Talent Partner, teammates, peers, etc.). This allows the Coachee to take control of their own development, by sharing the high-level themes of the feedback, put a stake in the ground around their development commitments and to request ongoing feedback from those around them.

Coaching Hand-Off Discussion Coach/Coachee/Manager

This three-way conversation will allow the Coachee and Coach to bring the Manager into the process, answer their questions and help them understand their role in the Coachee's development plan. This hand-off will transition the Coach out of the engagement.