

# COACHING PROCESS

*"The best way to predict your future is to create it " ...Abraham Lincoln*

**"A leader's main task is to lead people emotionally. A leader needs to make sure that he/she is regularly optimistic, authentic and full of energy and that through his/her chosen actions, his/her followers feel and act that way too."**

Outstanding leaders and managers distinguish themselves by their ability to understand and manage their emotions effectively and to build resonant relationships with others. While it is a given that technical and functional expertise is the foundation for effective performance, research has shown that Emotional Intelligence (EI) competencies overwhelmingly distinguish outstanding leaders from average performers.

Helping leaders deepen and broaden their emotional intelligence and enhance their emotional leadership is the primary focus of this executive coaching process. Building upon the conceptual framework of EI, this coaching approach is further anchored in two core theories: adult learning theory and intentional change theory. Adult learning theory suggests that adults learn and change their behavior most when they want to or need to change. In essence, learning needs to be self-directed as the motivation and readiness to develop comes from within the individual, not from external sources. Intentional change theory (ICT) provides the foundation for optimal learning and development through 5 discoveries:

1. Discovering your Ideal Self
2. Understanding your Real Self
3. Creating a Learning Agenda
4. Experimenting with New Behaviors
5. Leveraging Trusting Relationships.

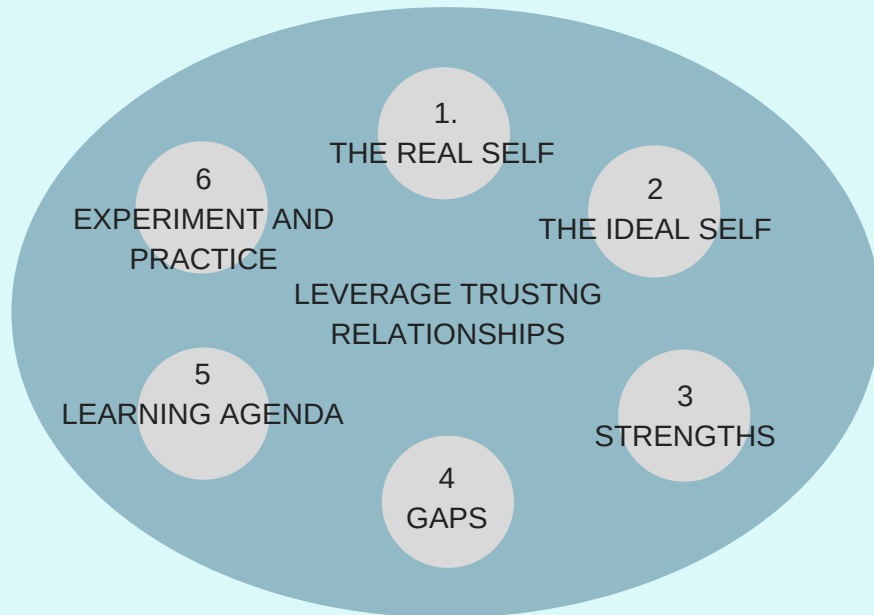
## CONTACT:

Yvonne Tippins  
Senior Associate  
BIOSS SA

e-mail: [yvonne@bioass.com](mailto:yvonne@bioass.com)

Website:  
[www.yvonne.tippins.co.za](http://www.yvonne.tippins.co.za)





## Coaching Roles and Process

In the coaching process, you'll move clockwise around the ICT model, spending time in each phase of discovery. The coach's primary role throughout the process is to serve as a trusted guide, provide a safe, supportive space for reflection and growth and to facilitate self-directed learning and behavior change for the client. Suggestions for the coach and client role in the engagement are outlined below:

### Client Role

- Demonstrate commitment to the process
- Schedule coaching meetings (shared)
- Be open to feedback and be honest with coach
- Take action toward your development
- Take an active role in your coaching, get what you need out of the process
- Review development plans with relevant others

### Coach Role

- Transfer your learning to others through your role as leader and coach.
- Facilitate the coaching process
- Schedule coaching meetings (shared)
- Help interpret data/assessments
- Ask questions: act as guide
- Maintain confidentiality
- Customize the coaching process for you as an individual
- "Push the envelope" – help you to a point of discomfort, which means real change is occurring
- Help you understand the self-directed change process

The coach and client will meet five (5) times over five (5) weeks. These meetings can be conducted in person, over the phone, via Skype or other video-based technology at times that are mutually convenient for both individuals. In general, the process begins with the client's exploration of his/her personal vision and life and career aspirations. The following meetings will focus on discovery of strengths and developmental opportunities and creation of an individual learning plan, including learning goals and action steps. In later sessions, the focus shifts to implementation of the learning plan and sustaining learning and development beyond the coaching engagement.

### Coaching Process

#### Session #1: Getting Started

- Get acquainted
- Provide an overview of coaching process
- Coachee desired outcomes and roles/responsibilities
- Schedule remaining 4 coaching sessions approximately every 2 weeks
- Assign "Crafting Your Personal Vision" exercises as preparation for Session #2

#### Client Preparation for Session #2:

- Complete "Crafting Your Personal Vision" exercises

#### Session #2 Focus: Ideal Self and Personal Vision

- Confirm objectives of coaching relationship and roles/responsibilities
- Discuss "Crafting Your Personal Vision" exercises and draft of personal vision or use time to complete together if not done in advance
- Assign "Personal Balance Sheet" as preparation for Session #3

#### Client Preparation for Session #3:

- Update personal vision statement
- Complete "Personal Balance Sheet"

#### Session #3 Focus: Real Self

- Review client's updates to personal vision statement
- Discuss client's strengths and developmental opportunities
- Review draft of Personal Balance Sheet or use time to draft together if not completed in advance
- Begin exploration of client's development priorities via questions such as "what competencies do you wish to develop?" What do they have energy to work on?
- Assign Learning Plan as preparation for Session #4

#### Client Preparation for Session #4:

- Update vision and personal balance sheet, if applicable
- Complete Learning Plan, including at least 2 Learning Goals, action steps and milestones

#### Session #4 Focus: Developing a Learning Plan for Change

- Review client's updates to previous work if applicable
- Discuss client's Learning goals, action steps and indicator of success
- Review client's draft of Learning Plan or use time to draft together if not completed in advance

#### Client Preparation for Session #5:

- Update Learning Plan
- Complete "Personal Board of Directors" exercise
- Reflect upon insights from the coaching engagement

#### Session #5 Focus: Implementing the Learning Plan

- Discussion of activities since last session
- Evaluate what is working and what is not
- Discuss Personal Board of Directors exercise or use time together to draft if not completed in advance
- Discuss plans for sustaining change efforts into the future
- Discuss client insights from the coaching experience
- Conclude coaching engagement