

## *Designing your Coaching Engagement*

We will work together to design a coaching program that best suits your needs. We can adjust how frequently we meet, how long each meeting lasts, where and when we meet, and the length of the coaching engagement. We can design ways to measure where you are now and how far you progress. We can involve your manager and peers, or not.

### 1. Scope

Our coaching meetings will be focused on your work and career, including issues that you're facing, short- and long-term goals, management skills, work relationships, and other factors affecting you at work. Our coaching sessions may be focused on integrating and practicing learnings from a recent training program that you attended. We may sometimes discuss your personal circumstances, though only to the extent that they affect you at work. All coaching conversations are confidential, as outlined in the coaching contract.

### 2. Length of engagement

A typical engagement lasts for three months to six months. This helps us focus on accomplishing goals within that time. If there is more to work on after this engagement is completed, we always have the option of creating another engagement.

### 3. Frequency of meetings

Many managers find prefer to meet three times per month, rather than weekly. This gives some flexibility in scheduling, allowing for travel, vacation, training and busy schedules. It takes some of the pressure off. We can meet weekly, if you prefer. After the first month, we could consider meeting every two weeks and having phone meetings, if that would work better for you.

### 4. Seeing progress through measurement

In order to demonstrate the progress that you make as we work toward your goals, it is helpful to do some assessing at the beginning and end of the engagement. We will work together to determine how to do this assessment. What we measure will depend on what you decide to work on. Assessments can also be used to help determine what to work on.

You can do a self-assessment, based on your understanding of your current situation. We can look at your annual review as an assessment. Or we can create a simple set of questions to ask your manager, peers, and/or staff. I

could conduct brief interviews, or we could ask for written answers. We could even create a secure, online survey.

Whatever we decide to do, I suggest that we gather the assessment information within the first month. Then we can perform the assessment again at the end of the engagement, to see how things have changed. We can even do an assessment after the engagement is over, to get a more long-term understanding.

5. Identifying progress less formally

You may find it helpful to keep a notebook for our coaching engagement. Keeping track of your insights, aspirations, plans, and actions in this notebook will help you to focus on your goals and see more clearly and the progress that you make over time. It is all too easy to lose sight of this in the day-to-day stress and busy-ness of work.

6. Additional tools

I have a collection, or toolbox, of tools that we can use throughout the engagement, as appropriate, to help you better understand your situation and identify your goals. One tool that I like to use is a Situational Leadership assessment.

There are also more extensive, formal tools, such as Myers-Briggs, that we could use to get a sense of your personality, values and work style. Since these tools are created and licensed by third parties, they may come at an additional cost.

7. Action-coaching

I can observe your meetings and presentations, silently and unobtrusively, to see you in action and give you feedback afterwards. I can also coach you during a meeting with an individual or group. This is usually not done until at least the third week of the engagement, and only if you feel that it would be helpful.