

Formal Internal Coaching Programs

For organizations who want to implement a formal enterprise wide coaching culture,

We believe successful implementations are *endorsed* at the Executive level, *supported* by Internal Coaches and *leverage* front line managers. However, we understand that each organization will create their own path. As you embark upon that journey, we have provided some instruments to help you navigate potentially challenging areas and keep you on the course you have set for yourself.

Coach Training Alliance has helped many organizations design and implement coaching for their leadership teams, managers and employees. We invite you to have a conversation with us to learn best practices and allow us to coach you through the process. In the meantime, you may want to explore the following areas as you set the stage for successful implementation.

Implementation Support #1

Introduction of the Coaching into Your Leadership

What is the best way for your leadership team to understand the impact of coaching on their organization, for managers and team members? Also, what would be the best format for exploring key areas:

- Why are we doing this? What is coaching?
- What does a Co-Creative Leader do in coaching?
- What the Co-Creative Leader does not do in coaching,
- The frequency of the coaching sessions
- Who will be coached
- What the objective of the coaching sessions will be – personal
- How will we define success
- How the coaching links to overall strategic objectives
- How will we measure success
- List of questions or FAQ

Cascading from Leadership to Team members

Should Leadership support the initiative, then you will want to cascade the information down to all team members. You may use a similar a checklist for as above to ensure the team members have equal clarity.

Cascading from Team members to Leadership

There are many cases where a division is already coaching (or being used as a pilot program). The Ambassador may approach leadership to explore the possibility of expanding the program to other areas. In this case, the same structure can be used; however, it is imperative for the Ambassador to communicate back to the original group any critical insights as well as a set about what may/may not be different moving forward. How might you manage the differences between the informal implementation and a formal implementation?

Sample Handout at the Division or Department Meeting

(Staff present are those who will be involved in the coaching process)

HOW WE WILL WORK TOGETHER

Welcome to our introduction to Human Capital Coaching. It is an honor to be your Co-Creative Leader and coach... and I look forward to working with you.

The relationship between a Co-Creative Leader and the team member is Co-Creative, meaning that we are equals and both have an active role. I am not a therapist, counselor or consultant. I am a trained coach using honed communication skills to support you as a detached thinking partner as a part of my leadership. Together we create more power for you to effect meaningful change and take dynamic actions towards your goals.

Your Role

- Please arrive to every session on time
- Come to your session centered and ready to engage. Be prepared to discuss a topic related to your role at the organization. Come ready to explore possibilities and be curious about some of the questions I will ask. There are no right or wrong answers.
- Give me feedback in the moment about your coaching experience – what works, as well as what does not.

My Role

- I will listen closely to you, respond to what I hear and ask questions. If I'm not on target, just tell me. I'm not attached to being right.
- At the end of the session, if you do not mention what actions you are ready to take, I will make a coach request. I will ask you to stretch yourself, deepen the work done in the sessions by writing, taking some action, resolving relationships or things that feel incomplete.

Confidentiality

This topic cannot be overlooked or under-stated as we begin our working relationship. In my role as coach, I will maintain the strictest levels of confidentiality with the information you share with me. Prior to beginning our work, we will have a clear agreement about how coaching information will be exchanged among you, our organization and me. If there is ever question ask and I will be direct with my response.

Extra Time

Between sessions, if you have questions, a brief update, or want to bounce some ideas around, please contact me by phone or email. Please keep these contacts succinct. If it seems like it will be better served as session material, I'll suggest that.

Ways You Can Get More From Your Coaching Experience

- Make our coaching session a priority. Come to every session with a specific agenda – a clear understanding of what you'd like to take away from the session.
- Do your own work between sessions. Use what you learn. Complete what you agree to do.
- Be open-minded. Try new approaches. Experiment.
- Be willing to change your beliefs and patterns if they do not serve you anymore.

Schedule Changes/Vacation/Business Trips

We will choose a regular time for our sessions. This will be your time slot. If something must change

temporarily or permanently, I will be happy to work that out with you.

Please give our call high priority and arrange your schedule to honor our agreed upon time. If you must reschedule our session, I ask you to give me 24 hours notice. In any case, let me know as soon as you are able. If you have vacation or business trips that will conflict with our sessions, please notify me of these as soon as you have an itinerary and we will discuss when to reschedule. I will do the same with you when I plan trips.

I'm Looking Forward To Our Coaching Relationship!

Implementation Support #2

Building an Internal Coaching Program, A Couple of Nuts & Bolts

By Paul Higuchi, PCC

You may have a vision of starting an internal coaching program within your organization. This is likely because of your own positive experience with coaching and a belief that such a program would yield a beneficial impact to your business. The power and intensity of this belief, coupled with your position and reputation in the business are the basis for a successful beginning. However, lasting success is contained in some elemental concepts inside and outside the coaching program.

I base this thinking upon my experience as the leader of the International Coaching Federation internal coaching SIG from 2006 to 2009, with 160+ members representing 50+ companies. I've also personally interviewed the leaders of 12 different internal coaching programs in an effort to identify their winning strategies. I have also been an internal coach for nine years, with two different business organizations.

There are a number of issues to focus upon when designing an internal coaching program, including executive sponsorship, identifying a target audience and meaningful metrics are a few of the critical areas. This article chooses to focus on the **Coaching Agreement** and **Stakeholder Analysis**, because done well they set the stage for a successful coaching engagement and skillful integration of Coaching within the entire organizational ecology of the business.

The Coaching Agreement can have several components:

- **Welcome:** the purpose is to present coaching as a benefit, not a punishment
- **Assessment:** sets the stage for the initial coaching conversation
- **Agreement:** details program expectations and confidentiality issues

Here is a sample agreement:

Welcome to the Higuchi World Inc. coaching program! You have been nominated by senior management and HR to participate in this development program because your excellent performance and future potential as a business leader.

Please review and complete the coaching agreement, and sign to indicate your willingness to participate in the program. You will be contacted by one of our senior development specialists to discuss program details and to answer any questions.

Please answer the following questions to help begin to identify specific areas for development:

1. Select the leadership attributes you would like to target in coaching:

• Business Acumen	• Strategic Thinking
• Innovation Management	• Leading Change
• Talent Development	• Executive Communication
• Time Management	• Process Management
• Driving Execution	• Other:

2. What personal or business goals do you want to achieve in the next 6-9 months?
3. Please describe any barriers that could prevent you from reaching your goals.
4. To whom will you report your successes?

Coaching Agreement

Coaching Call Format: This program offers two options. Please review and commit to the frequency and duration of your coaching conversations.

Call Frequency	Call Duration		
•	Monthly	•	1 hour
•	Semi-Monthly	•	30 minutes

Note that a minimum commitment of 1 hour of formal coaching calls per month is required. In addition, “in-the-moment” and email coaching is available as needed.

Coaching Call Process: At the scheduled call time, the client will call the coach’s office number, unless alternative arrangements are made in advance. After the initial coaching session, the client will send topics for discussion, plus their coaching/development plan, in advance of each scheduled call.

Call Changes: If the client is unable to make a scheduled session, please call, page, or email the coach as soon as possible to reschedule. There may be times when the coach will also need to reschedule, and will notify the client as soon as possible.

Confidentiality: Confidentiality will be maintained to the fullest extent. No information of a personal nature will be shared. If there seems to be a recurring challenge/theme/suggestion from multiple clients, the coach will divulge information as an aggregate trend without the use of client names. The intent is to secure support to resolve the matter and move the team for-ward.

According to standard policy, if the coach (as an employee of the company) becomes aware of any illegal or unethical activities, including fraud, discrimination, harassment, etc., it is the coach’s responsibility to report the information to the appropriate corporate channels.

Agreement: I have read and I agree to the terms of the Coaching Agreement above.

Client’s Signature/Date

Coach’s Signature/Date

Upon receipt of the signed Coaching Agreement, the coach conducts an introductory coaching call with the client. In my own work, I used the above document to structure the introductory coaching call:

- Emphasize the developmental and voluntary nature of the coaching engagement
- Begin to focus on business relevant, client-centered, areas of development opportunity
- Address frequency of contact and confidentiality issues

I would strongly suggest every coach follow a similar approach to the welcoming letter and introductory call. Consistency of message is important to your product branding, and we know that participants talk to each other and we want each of them to hear the same things.

Let's now move to an entirely different area of program development. The introduction of a new approach to employee development, called "coaching" into the Training & Development mixture of fiefdoms will immediately activate political-organizational "anti-bodies." The Coaching Program manager needs to understand their organizational milieu, adroit in forming alliances, fend off competitors, and develop effective sponsors in order to successfully initiate and sustain an internal coaching program.

I would suggest that the Coaching Program Manager complete the Stakeholder Analysis, and revisit the document regularly. Here is my example:

Stakeholder:	Their Issues or Concerns
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Individual or Group

Relationship:	Influencing Strategy:
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None, Acquaintance,

Good or Great

Suggested points to consider, when completing the Stakeholder Analysis:

- What would be a “win” for this stakeholder? How can I help them succeed?
- If I do not know them directly, do I have an ally who could introduce us?
- Remember, “the enemy of my enemy is a possible friend”
- Most importantly: “How do I feel about them?”, “How do they see ME?”
“What do I need to do differently in order to see them positively and work effectively with them?”

Done well, these two aspects of inside and outside program development will pay dividends for your internal coaching program.

(Paul can be contacted through the LinkedIn network: www.linkedin.com/in/paulhiguchi)

Implementation Support #3

Frequently Asked Questions

The following questions are common from staff and managers prior to and during the implementation of Co-Creative Leadership and specifically coaching.

1. Why has our division been selected to be coached?
2. Do we report to a coach now?
3. We don't have time for this, how are we going to participate in the coaching sessions and still get our work done?
4. How long will the coaching process last?
5. What if we don't want to be involved in this, can we opt out?
6. Will I still have a job when we are done with this process?
7. My staff and I are achieving the stated goals. Why are we trying to fix something that isn't broke?
8. This all sounds good, but what if we don't achieve the goals you've stated?
9. If we have questions, comments or concerns about the process, whom do we go to?
10. When would information need to be shared with executive management or the sponsor?