

T² MANAGEMENT CONSULTANTS

Enhancing Individual and Organizational Performance

OUR POINT OF VIEW ON COACHING

Definition

In T²'s work with individuals, we form an ongoing partnership whereby over time clients achieve more satisfying results in their professional and personal lives. The goal of coaching is to enable clients to increase their learning, modify their behavior and enhance the quality of their lives. In the work setting, the most common application of the coaching process is to improve performance and/or leadership ability.

The Coaching Process

Typically, the coach and client meet formally on a regular basis either in person or by phone. Both parties make full use of email, voicemail and homework assignments in between sessions. In each meeting, the focus of the conversation is on the client's needs with the coach contributing observations, suggestions and questions. The interaction creates clarity and moves the client toward action. Coaching accelerates the client's progress toward his or her goals by providing greater focus, acceptance of responsibility and awareness of behavioral alternatives.

The Impact of Coaching

It is reasonable to expect that the coaching relationship can result in:

- Enhanced performance, productivity and decision making
- Improved management and leadership skills
- Better focus on top priority issues
- Greater accountability for behavior and results
- Improved awareness of self and others
- Enhanced sense of well-being and confidence
- Better working relationships with others

Use of Assessment Instruments

The use of assessment instruments greatly enriches the coaching process. Following an extensive intake interview, a determination is made regarding the use of appropriate assessment tools. Assessment may range from administering a simple battery of personality inventories to making use of a multiple battery of instruments such as a cognitive abilities measure, a 360 feedback, a values clarification inventory and/or a vocational interest tool. In addition, existing test results may be used in the coaching process along with the results from employee and organizational climate surveys. The careful and purposeful selection of assessment tools along with skilled interpretation of the results is a distinguishing feature of our practice.

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Meetings with Client Company

The coaching process includes periodic meetings with the client's manager – generally at the beginning, midpoint and conclusion of the coaching engagement. These meetings are discussed ahead of time with the client and anything shared with the client company is done so only with the client's consent. Generally, these meetings focus on goals, expectations and action steps required of both parties in order to move the coaching process forward. The client needs to understand that it is beneficial to share some elements of the coaching process with management. Management needs to understand that those elements of the coaching process that the client does not wish to share will remain confidential. Often, these meetings are joint sessions with the coach, client and manager present and discussing the coaching process as a group.

Choosing a Coach

A good coach has the trust, respect and confidence of those with whom he or she works. It is important for the coach and client to like each other and feel comfortable in each other's presence. However, since executive coaching is generally tied to achieving better business results, make sure you select a coach based on the following criteria. A good coach:

- Is experienced in dealing with sensitive, difficult and confidential situations
- Knows the difference between situations calling for coaching and those requiring therapy
- Is skilled at conducting assessment feedback sessions in a ways that address key issues while maintaining the dignity of the client
- Has a high level of business acumen and extensive business experience in addition to strong interpersonal skills