

Transforming Organisation Culture

Executive Coaching Process

How does it work?



BC Team Coaching Coaches:

- Are certified and apply a shared methodology used with top leaders from many of the world's most successful organizations
- Have advanced degrees
- Have been senior leaders
- All have coached in the C-suite of publically traded organizations
- Are recognized for their business acumen by business schools around the world
- Our team has worked with more than 15,000 high potential employees
- Our professionals have collected and studied 360° survey data from more than 350,000 senior level executives

Having a Chemistry Meeting:

A chemistry meeting is an opportunity to **experience your prospective coach in action** and learn about her/ his background and coaching approach.

Selecting a Coach

Before meeting a prospective coach, do some initial thinking around your development goals. You want to be prepared to share how you and your leader have been discussing your development goals and the expected impact to your work. A key aspect of coach selection is chemistry—so, by sharing your development goals, you can begin to assess how it feels opening up to this person.

Use these prompts to learn more about the coach. Aim to ask 1 question from each category.

Background	Style & Process	Expectations	Wrapping Up
<ul style="list-style-type: none"> - What is your professional background and coaching experience? - Tell me about why you became a coach and the core principles you follow. 	<ul style="list-style-type: none"> - Describe your coaching approach and style. - What is your coaching process? - Describe a typical coaching session. - How do you adapt to different coachees? 	<ul style="list-style-type: none"> - If we work together, what will you expect of me as a coaching client? - What can I expect from you as a coach? - What shouldn't I expect from you as part of coaching? 	<ul style="list-style-type: none"> - What else should I know about you? - What was this chemistry meeting like for you? - What should I ask that I haven't? - What other questions do you have for me?

Selecting the Right Coach:

After meeting your prospective coaches, use the following guide to help determine who will provide the level of **support and challenge** that is right **for you**.

Example Support Indicators

- I felt understood and respected.
- I felt the coach demonstrated empathy.
- The coach showed genuine interest in me.
- It felt good opening up to the coach.
- I felt the coach would create a trusting and safe environment.
- I think the coach will adapt to my style as needed.

Example Challenge Indicators

- I feel the coach will set high expectations of me if we move forward.
- The coach asked insightful questions.
- The coach made me think about something in a different way.
- I think the coach will readily and candidly give me feedback.
- The coach took a risk.

Other considerations

Ask yourself the following questions. The value you place on the answers may help you compare coaches and determine who will best match your needs, style, and development goals:

- Will the coach readily offer advice and suggestions or will the primary responsibility be on me to determine my own path?
- How structured is the coach's process? How flexible open is the coach to adapting it?
- To what extent am I expected to drive the process?
- How available is the coach for 'just-in-time' conversations should I need one?
- To what extent does the coach have a background that is similar to my own?

There are five primary stakeholders in a coaching engagement: coachee, coach, sponsoring leader, HR Business Partner (HRBP), and Executive Talent Management (ETM)

The Ideal Coachee:	The Ideal Coach:	
Owns the Work of Development and Change	Creates Conditions For Learning and Growth	
<p>Takes ownership for learning and development by making significant time, effort, and energy investments</p> <p>Transfers coaching insights to on the job actions and experiences</p> <p>Persists in the work and sustainment of development even when it becomes difficult</p> <p>Takes primary responsibility for ensuring key stakeholders are aligned and involved in supporting the development goals</p>	<p>Builds trust and adapts to the coachee's preferences</p> <p>Does more 'asking' than 'telling'</p> <p>Shows empathy, yet is candid and helps the coachee understand how others perceive him/her</p> <p>Helps establish a developmental path that resonates with the coachee</p> <p>Proactively engages primary stakeholders throughout the process</p>	
The Ideal Sponsoring Leader:	The Ideal HR Business Partner (HRBP):	The Ideal Executive Talent Management (ETM) Partner:
Provides Active Support & Continuous Feedback	Monitors the Process and Provides Feedback	Drives Process Excellence and Support
<p>Frames the coaching experience in a positive way and as a strategic investment</p> <p>Ensures that coaching is a complement to ongoing feedback, not a replacement</p> <p>Willingly makes the time to engage with primary stakeholders at critical points</p>	<p>Takes primary responsibility for monitoring the coaching engagement</p> <p>Supports the coachee in engaging the sponsoring leader as an active participant</p> <p>Serves as a key feedback provider to the other stakeholders in support of the coaching goals and process</p>	<p>Ensures primary stakeholders understand and can efficiently engage in the coaching process</p> <p>Works collaboratively with the coachee to determine and secure the right coach</p> <p>Provides process guidance and consultation to primary stakeholders after coaching begins</p>