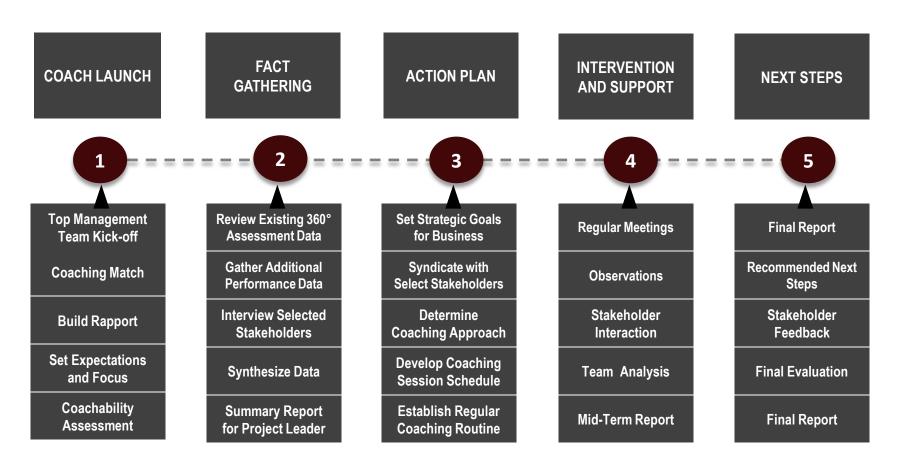




# **Transforming Organisation Culture**

### **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 Csuite 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**

#### What is your professional background and coaching experience?

 Tell me about why you became a coach and the core principles you follow.

#### Style & Process

- Describe your coaching approach and style.
   What is your coaching
- process?Describe a typical coaching session.
- How do you adapt to different coachees?

#### **Expectations**

- 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?

#### Wrapping Up

- 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 <u>support and</u> 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	
Takes ownership for learning and development by making significant time, effort, and energy investments  Transfers coaching insights to on the job actions and experiences  Persists in the work and sustainment of development even when it becomes difficult  Takes primary responsibility for ensuring key stakeholders are aligned and involved in supporting the development goals	Builds trust and adapts to the coachee's preferences  Does more 'asking' than 'telling'  Shows empathy, yet is candid and helps the coachee understand how others perceive him/her  Helps establish a developmental path that resonates with the coachee  Proactively engages primary stakeholders throughout the process	
The Ideal Sponsoring Leader:	The Ideal HR Business Partner (HRBP):	The Ideal Executive Talent Management (ETM) Partner:
Leader: Provides Active Support &	(HRBP):  Monitors the Process and	Management (ETM) Partner:  Drives Process Excellence
Provides Active Support & Continuous Feedback  Frames the coaching experience in a positive way and as a strategic	(HRBP):  Monitors the Process and Provides Feedback  Takes primary responsibility for monitoring the coaching	Management (ETM) Partner:  Drives Process Excellence and Support  Ensures primary stakeholders understand and can efficiently