

SELECT & OPTIMIZE COACHING SOLUTIONS FOR ENGAGEMENT & RETENTION

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VIRTUAL EVENT | OCTOBER 12, 2022

POLL #1

WHAT IS YOUR ROLE?

- Human Resources
- Talent Development
- Organizational Development
- Instructional designers
- Trainer/facilitator
- Coach

WHAT IS YOUR EXPERIENCE WITH COACHING?

- I have had a coach
- I have trained as a coach
- I work as a coach
- I interview and hire coaches
- I design coaching programs

THE HOTTEST TOPIC TODAY...

ARTICLE EMPLOYEE EXPERIENCE 4 MIN READ

The biggest lie in HR: People quit bosses not companies

The biggest lie in HR

Employee Retention

How Companies Can Improve Employee Engagement Right Now

by Daniel Stein, Nick Hobson, Jon M. Jachimowicz, and Ashley Whillans

October 13, 2021



5 Ways Organizations Can Get the Most out of an Executive Coach

by John Behr

September 14, 2020



Andreas Mann/EyeEm/Getty Images

McKinsey & Company

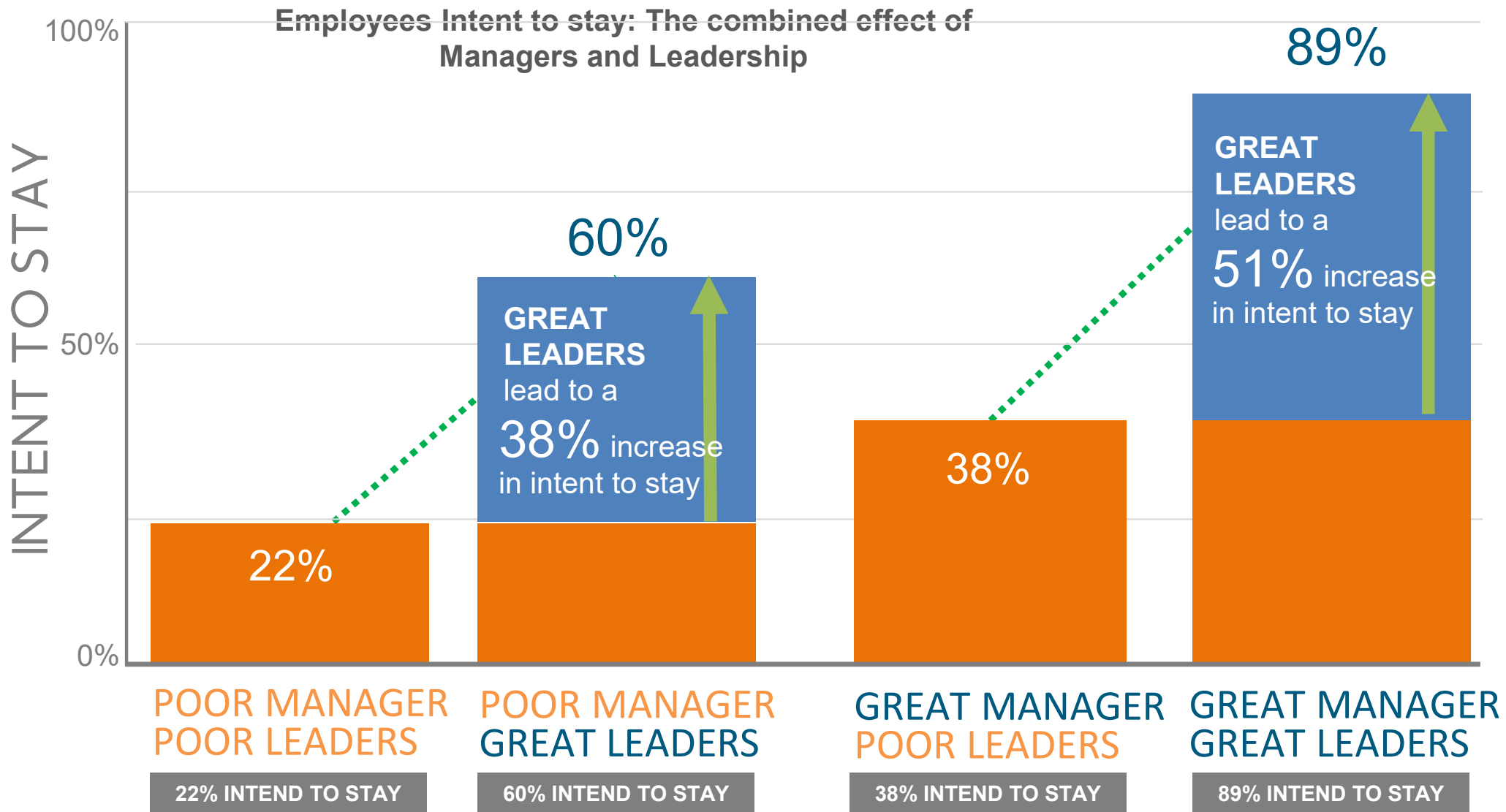
People & Organizational Performance Practice

To slow down attrition, pay closer attention to what workers really need

The Great Attrition continues, but if companies understand the differences among five common employee personas, they may be able to find and retain talent more effectively.

PEOPLE LEAVE BECAUSE OF BAD MANAGERS...

...BUT THEY STAY BECAUSE OF GREAT LEADERS

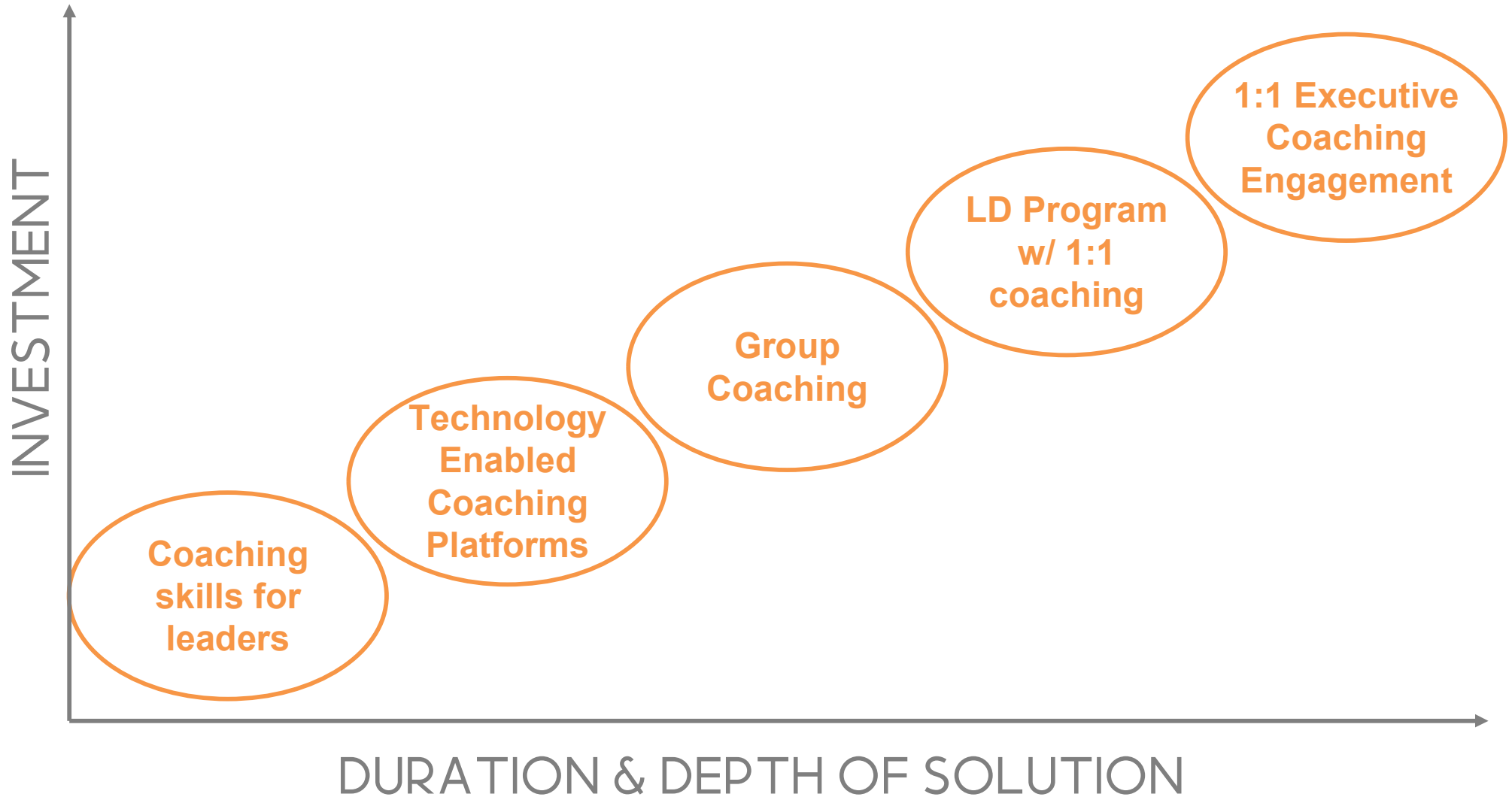


POLL #2

HOW DO YOU USE COACHING IN YOUR ORGANIZATION TODAY?

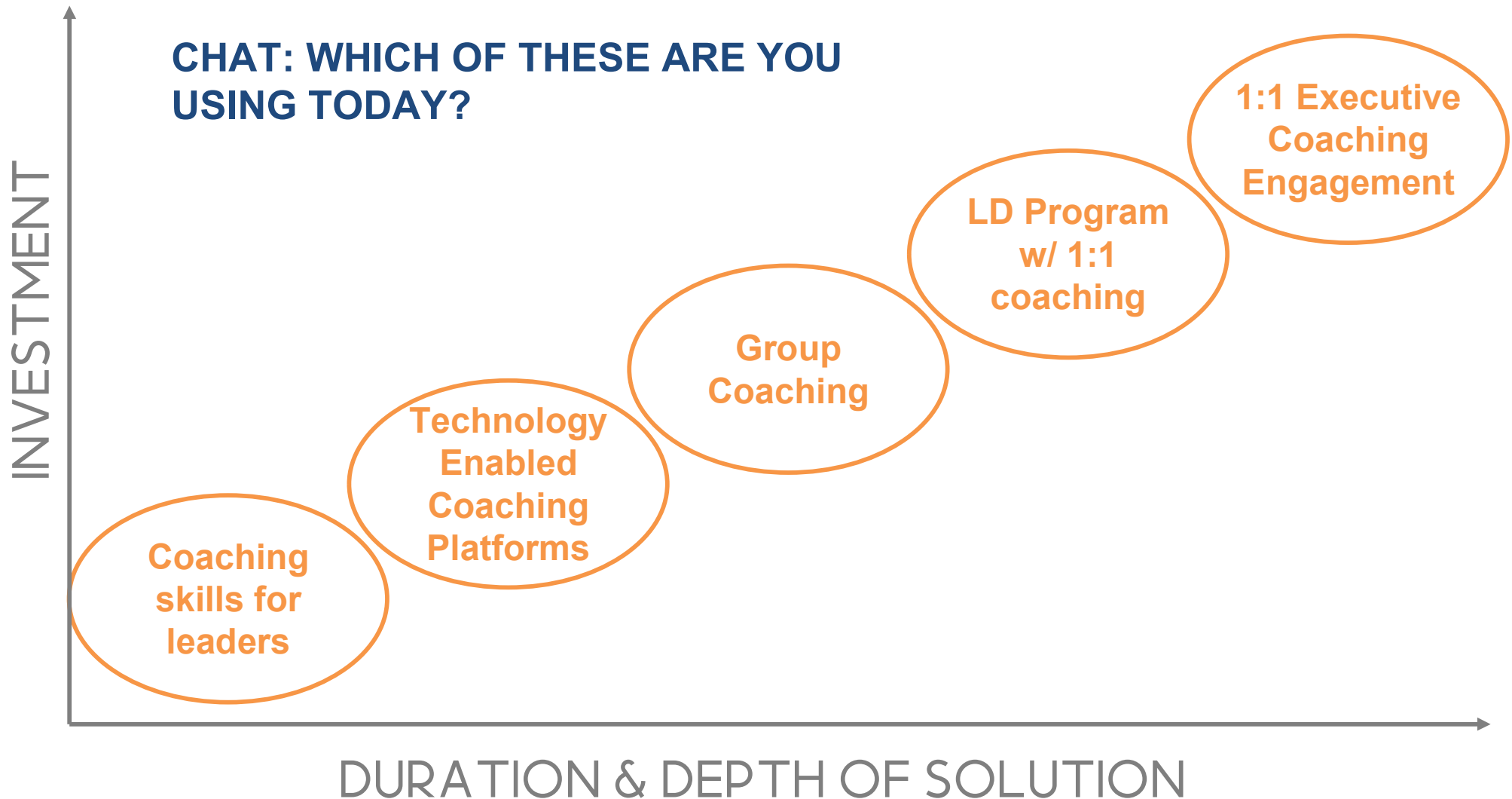
- Proactive Development
- Performance Improvement
- Engagement
- Retention
- Transition
- Wellness

COACHING SOLUTIONS HAVE EXPANDED EXPONENTIALLY IN THE PAST DECADE

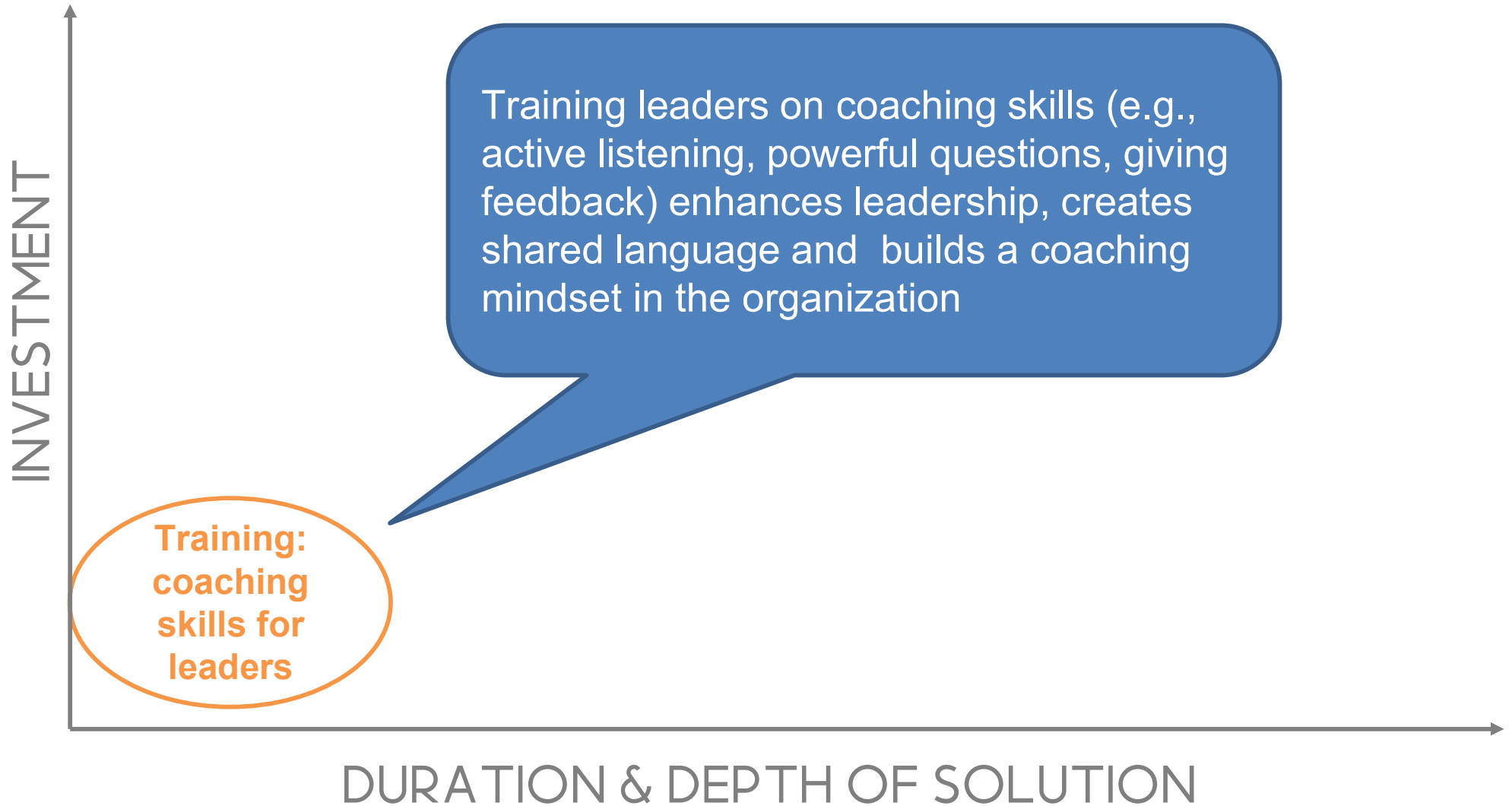


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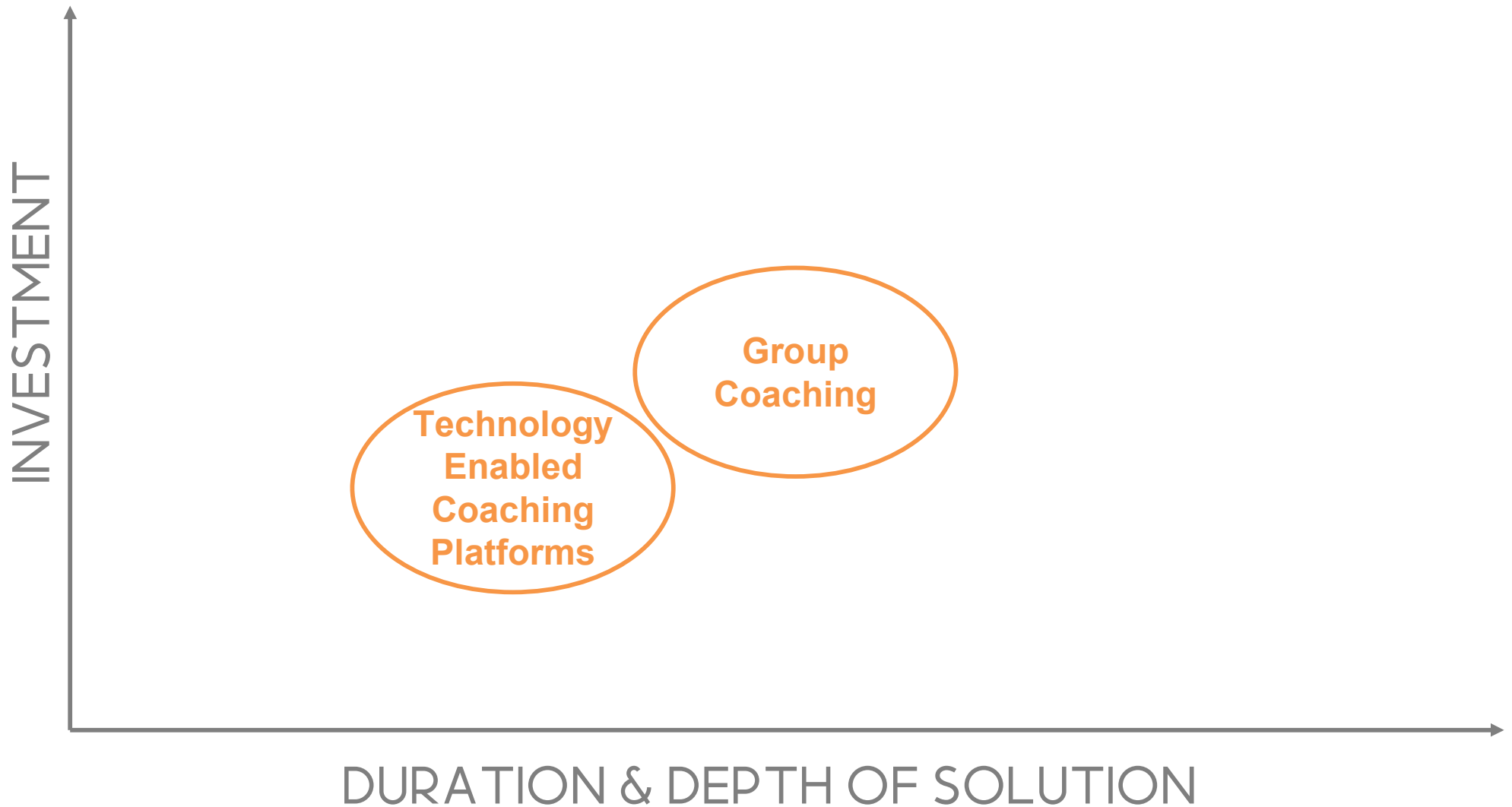
CHAT: WHICH OF THESE ARE YOU USING TODAY?



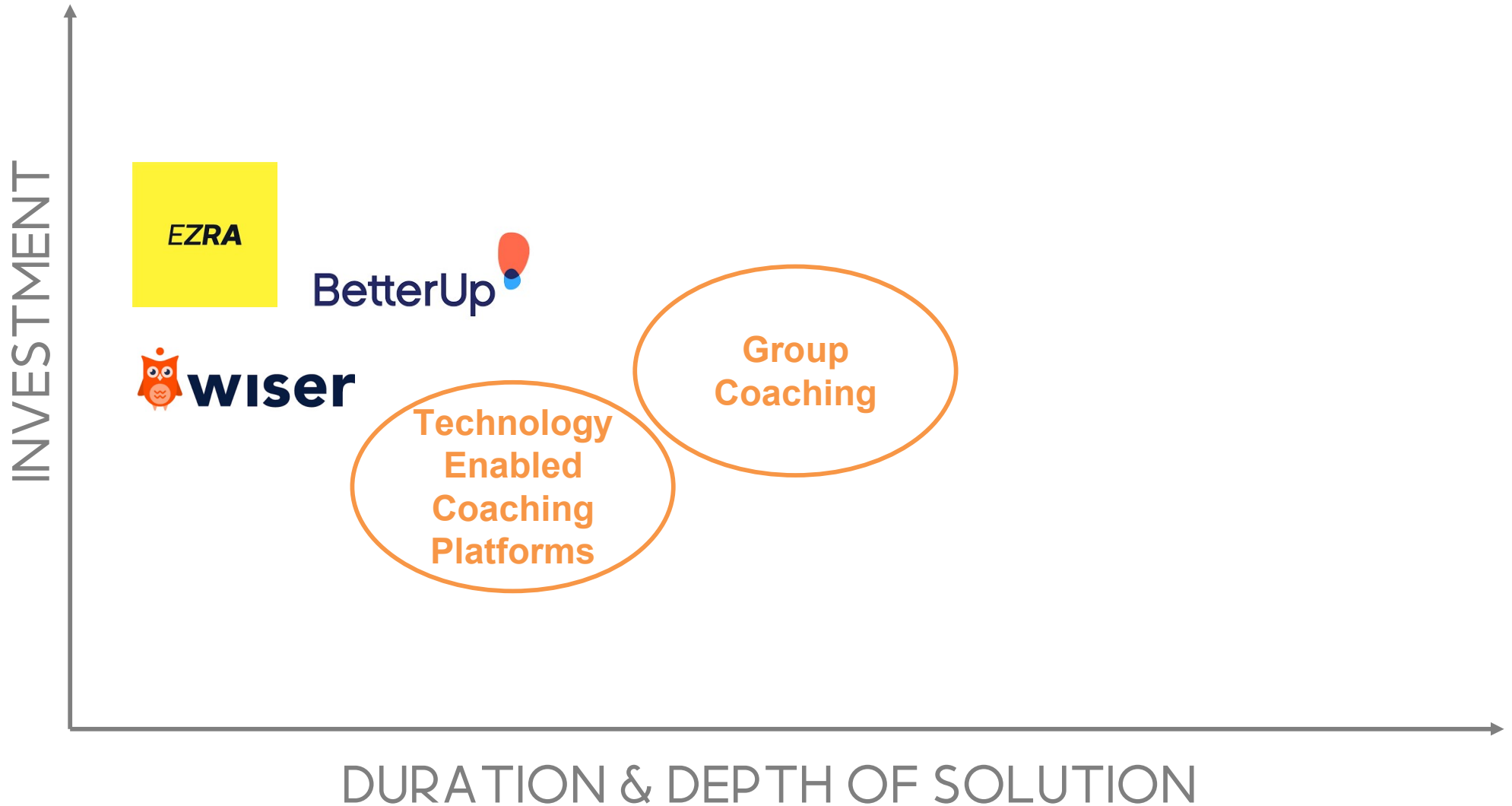
UNDERSTANDING THE OPTIONS



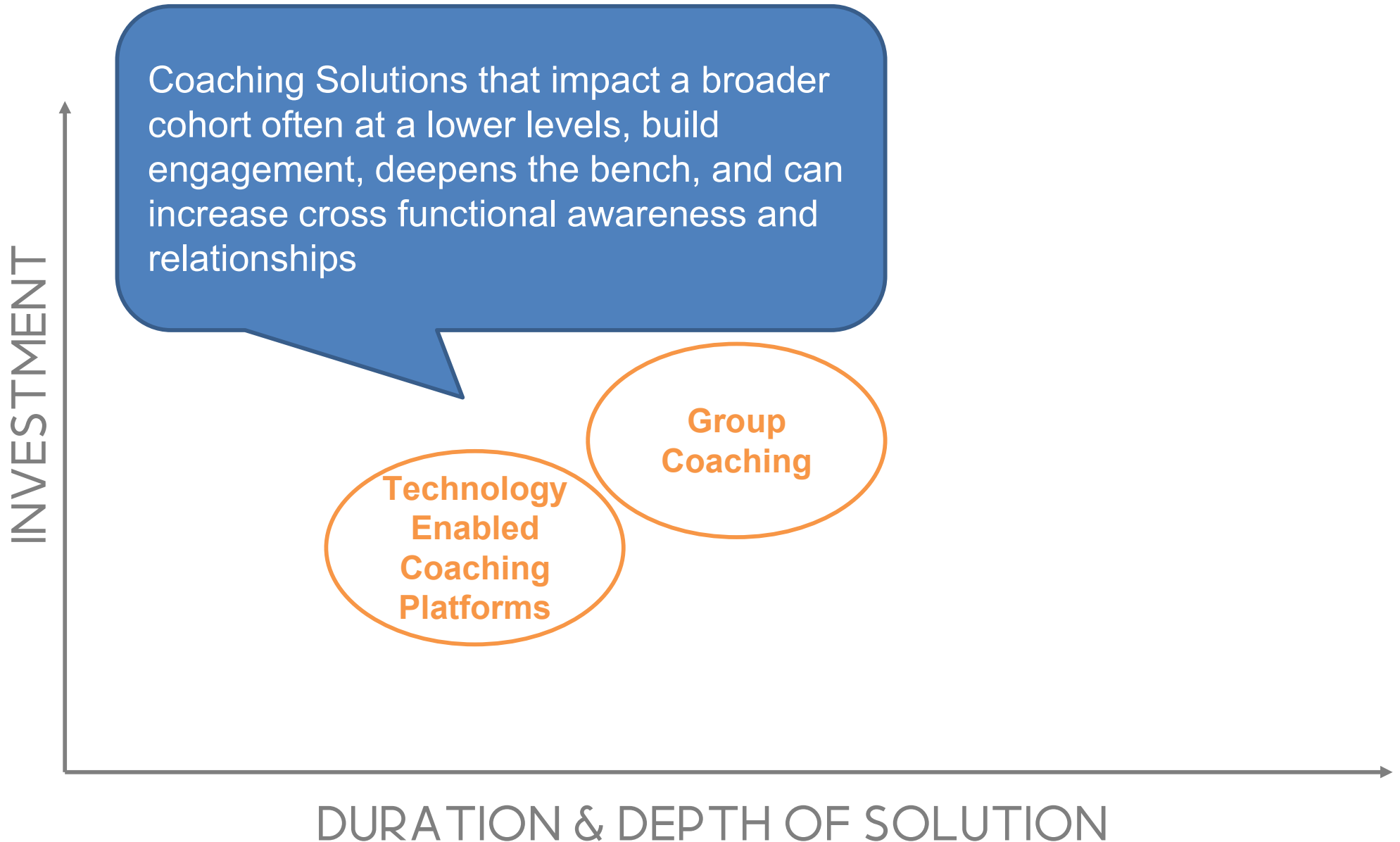
UNDERSTANDING THE OPTIONS



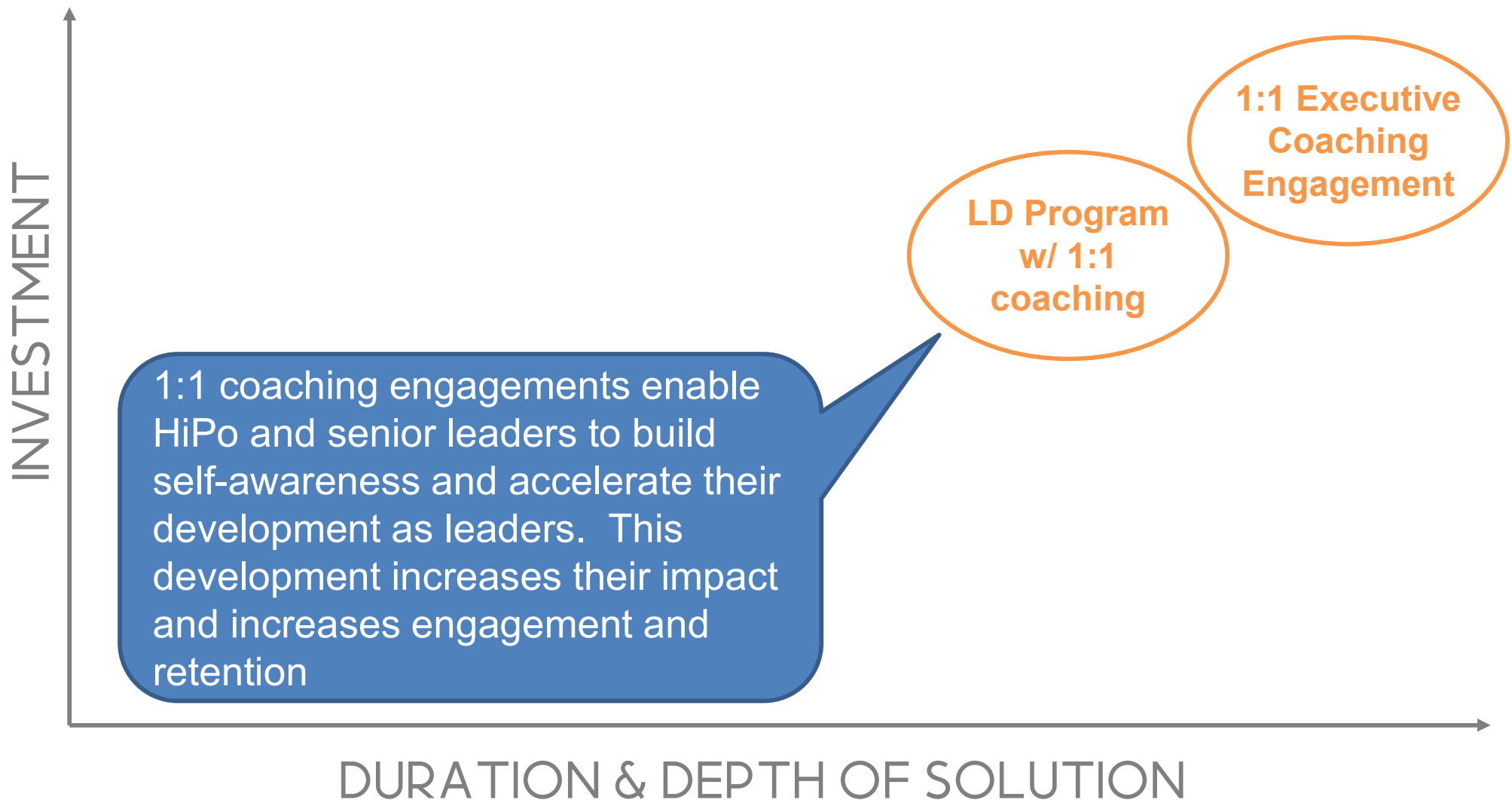
UNDERSTANDING THE OPTIONS



CONTINUUM OF COACHING SOLUTIONS



CONTINUUM OF COACHING SOLUTIONS



BUILDING AN INTEGRATED APPROACH

EVERYTHING STARTS WITH THE VISION AND STRATEGY OF YOUR ORGANIZATION

QUESTION 1 What is required from a talent perspective to execute our strategy successfully?

- More effective leaders at the top?
- A deeper bench of talent?
- Do you need to develop specific competencies in functions, across a level?
- Are you losing your high performers to other organizations?

QUESTION 2 How can we use coaching to engage, develop and retain the talent we need to execute our strategy successfully?

QUESTION 3 What resources are available to accomplish this?

- Budget
- Internal resources
- External resources

QUESTION 4 What coaching solutions are available?

Matching the Solution(s) With the Situation

Which options would you consider if you needed:

- More effective leaders at the top plus a deeper bench of talent?

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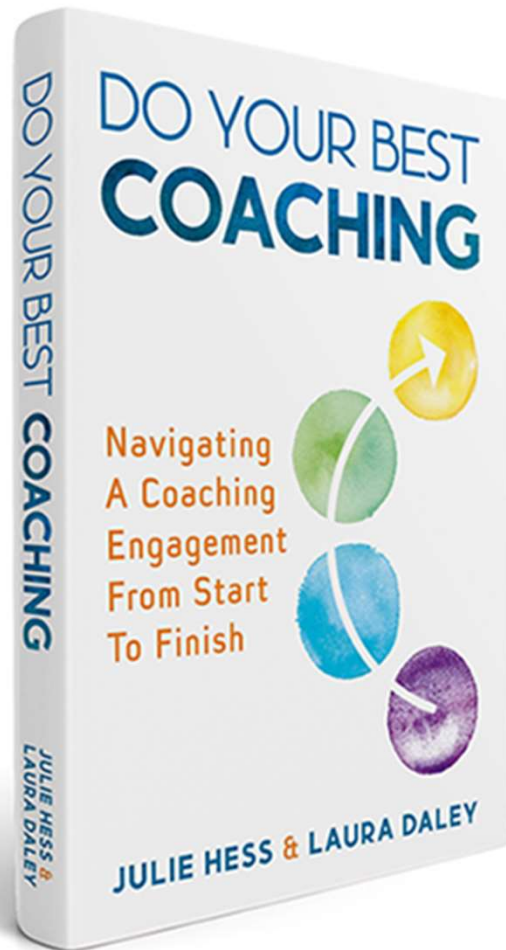
Matching the Solution(s) With the Situation

Which options would you consider if you needed:

- More effective leaders at the top plus a deeper bench of talent?
- To develop specific leadership competencies, across a specific level?
- Develop a coaching mindset (e.g., active listening, powerful questions, giving feedback) across your leadership

HOW TO GET THE MOST FROM YOUR COACHING SOLUTIONS

OPTIMIZING YOUR COACHING SOLUTIONS

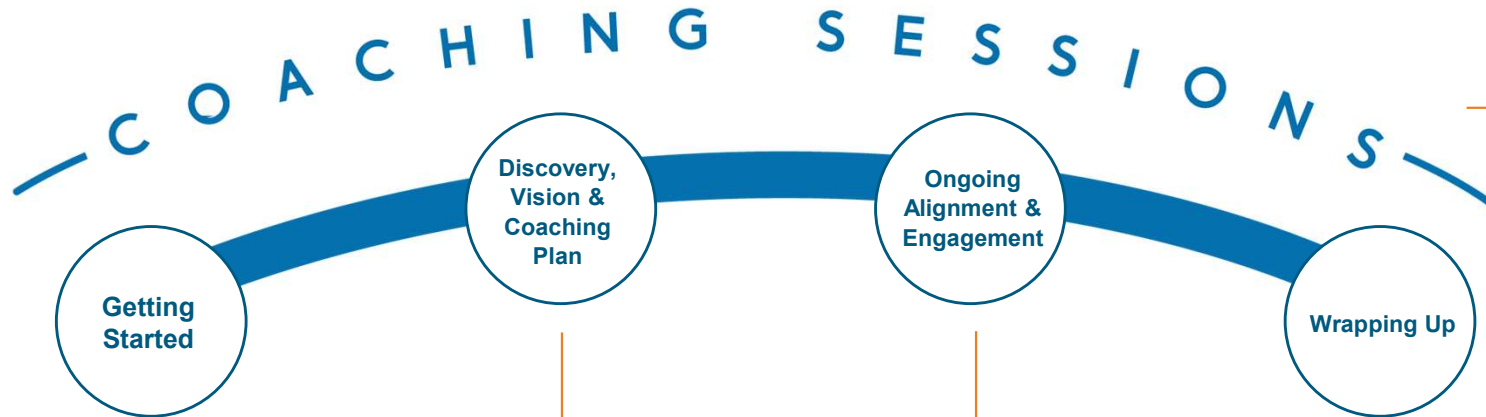


We interviewed and surveyed 50+ coaches and talent leaders while writing *Do Your Best Coaching* and learned a lot about what can go wrong in a coaching engagement.

In our book we call these “Sticky Situations” issues that stress, distract or impede the coaching relationship and engagement.

And most of if not all of these can be avoided or mitigated by intentional coaching processes.

A COACHING ENGAGEMENT



ACTIONS

- Regular coaching sessions with support between as needed
- Experiment with new approaches between sessions
- Share resources

OUTCOMES

- Increased awareness & intentionality
- Progress towards achieving coaching plan & vision

ACTIONS

All actions are client/coach unless otherwise noted

- Kick off meeting
- Sponsor/coach call regarding context & roles
- Intake form & reflection exercises
- Intake meeting

OUTCOMES

- Alignment on coaching process & confidentiality
- Strong foundation for coaching relationship

- Conduct & debrief assessment(s)
- Vision & values exercises
- Draft coaching plan
- Sponsor alignment meeting*
- Finalize coaching plan

- Deeper self-awareness & insight
- Clear vision for the future
- Goals & coaching plan
- Sponsor alignment & support for coaching plan

- Client/coach mid-engagement alignment
- Sponsor mid-engagement meeting*
- Optimize the coaching approach

- Recognition of progress
- Sponsor alignment & continued support for coaching plan
- Client/coach able to adjust approach as needed
- Strengthening of client/coach relationship

- Progress assessment
- Reflection exercises to harvest learning
- Create ongoing development plan
- Sponsor closing meeting*

- Ongoing development plan
- Celebrate progress: new mindsets, habits & skills
- Sponsor support for ongoing development plan

TOP 5 DRIVERS OF STICKY SITUATIONS

Coaching is the Wrong Solution

- Avoid “check the box” or “rescue mission” coaching-it rarely ends well for client, coach or the organization

Coachee Is Not committed to the Process

- Coachee-Coach relationship is a bad fit
- Coachee does not know why they are being offered coaching

Lack of Clear Boundaries And Confidentiality

- Coachee does not trust the organization, the coach and/or the process to maintain boundaries and confidentiality

Coachee’s Leader/Sponsor is not Engaged in the Process

- Coachee does not benefit from feedback and support during and after the coaching engagement

Coaching Ends Without a Clear Process

- Ensure a robust closing that includes intentional reflection on learnings, engagement of sponsor and development of an ongoing development plan

DESIGN TO OPTIMIZE ANY COACHING SOLUTION

Make Sure Coaching is the Right Solution

- Avoid “check the box” or “rescue mission” coaching-it rarely ends well for client, coach or the organization

Ensure Strong Coachee Engagement In The Coaching Process

- Build in chemistry meetings or an informed matching process to support an impactful coaching relationship
- Be direct. Ensure coachee knows why they are being offered coaching and why now

Establish Clear Boundaries And Confidentiality

- All coaching conversations and assessments should remain with the coach and coachee...

Involve The Coachee’s Leader/Sponsor For Alignment And Support At Key Milestones

- ...but coaching should not be a black hole. Ensure the coachee’s leader is engaged in alignment discussions with the coach and coachee on insights, coaching objectives and the coaching plan

Finish Strong To Sustain Positive Changes And Support Ongoing Development

- Ensure a robust closing that includes intentional reflection on learnings, engagement of sponsor and development of an ongoing development plan

37 STICKY SITUATIONS IN THE APPENDIX AND COUNTING...

Specific Scenarios

	STICKY SITUATION	WHERE WE COVER IT
	YOU'RE CONCERNED THAT COACHING FEELS STALLED	
MAKING PROGRESS	27 Coaching is feeling heavy and focused on what is wrong with the client.	Chapter 4: Charting the Course
	28 Client feels stuck or not making forward progress fast enough.	Chapter 3: Building Awareness Chapter 4: Charting the Course
	29 You feel like you're not getting traction; or your client cycles without forward progress.	Chapter 3: Building Awareness Chapter 4: Charting the Course Chapter 5: Being Intentional Chapter 6: Pausing to Check Connection
	YOU'RE DEALING WITH A CHALLENGING SPONSOR	
	30 You are having trouble engaging the client's sponsor (can't get sponsor meetings on calendar; client isn't getting informal feedback from sponsor).	Chapter 1: Putting Your Best Foot Forward Chapter 2: Starting Strong Chapter 6: Pausing to Check Connection
31 Organizational changes significantly impact your client's coaching goals mid-engagement.	Chapter 6: Pausing to Check Connection	
32 The sponsor wants to outsource providing feedback to you instead of providing it directly.	Chapter 1: Putting Your Best Foot Forward Chapter 2: Starting Strong Chapter 6: Pausing to Check Connection	
33 The sponsor wants to have a 1:1 meeting with you and then have you deliver their message(s) to the client.	Chapter 1: Putting Your Best Foot Forward Chapter 2: Starting Strong Chapter 3: Building Awareness Chapter 6: Pausing to Check Connection	

Where to find help

QUESTIONS?

THANK YOU

- Stay connected with us by visiting our website www.doyourbestcoaching.com for downloadable resources and news about group learning sessions
- Connect with us on LinkedIn
- Please spread the word and share the book with others. If you find our book helpful, please leave a review on Amazon!
- Look forward to the Intentional Engagement Workbook coming in 2023
- Continue the conversation and build connected coach communities

