

# WHAT IS COACHING?

## COACHING – FOR LEADERSHIP, INDIVIDUALS AND PROFESSIONAL DEVELOPMENT

- 1:1 collaborative partnership with a skilled professional
- Designed to support your individual development
- Utilizes creative tools, practices and feedback for self-awareness
- Targeted facilitation to achieve specific change or goals
- Thought-provoking process that inspires maximum potential
- Develops long-term competence that is self-sustaining
- Reinforces learning
- Is confidential, and is not therapy
- Used by organizations worldwide



Coaching is regarded as one of the most effective means of development. It provides a confidential one-on-one opportunity to target your individual development and accelerate your success whether you're a business leader, executive, owner, professional, or individual. You work with a skilled professional in a collaborative partnership built on trust with a commitment to support you in a way that develops internal competence that is transformational, long-term and self-sustaining. Coaching is structured to facilitate alignment of where you want to be going and how to get there, utilizing practices and feedback, while addressing "blind spots" or obstacles that block your potential. You will understand more about yourself and how to operate more successfully. Your Coach is an ally to provide expert unbiased perspectives and hard truths blended with skilled methodologies and diverse real-world experience.

### BUSINESS COACHING

A business coach is someone who is specifically skilled and experienced to work within a business environment at all levels of the organization, and utilize valid tools, assessments, and methodologies for executives, leaders, entrepreneurs, managers, and/or employees. When a business coach is hired to work with an individual within a business, accountability is to the individual being coached. Confidentiality is still maintained where anything discussed in the coaching relationship is not reported back to anyone at the company. This is essential for maintaining trust.

Not all business coaches can coach the business or do Organization Development ("OD"). As a Business Coach, expert OD specialist, and trainer with diverse international experience as executive, owner, employee and consultant, **Ken Sergi** has the unique skills to take an integrated approach that aligns strategic directions to coaching outcomes for maximum success. Veteran coaches, those with 15 years or more experience, produce 76% "excellent" outcomes compared to 49% with less experience. (Korn/Ferry 2011)

### VALUE – WHY DO COACHING?

Return on Investment (ROI) has proven to improve performance by 70%, self-confidence by 80%, relationships by 73%, and work/life balance by 67%.

## COACHING: Value

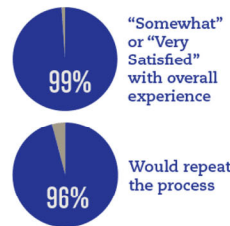
### Increased Productivity



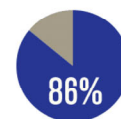
### Positive People



### Satisfied Clients



### Return on Investment (ROI)



From International Coach Federation



Executive and leadership coaching strategically supports your ability to successfully lead, impact and influence the organization. Coaching can also reduce employee turnover, retain clients, and systemically facilitate organizational change in ways that accelerate maximum potential.

You will develop skills and competencies to be self-aware and self-correcting in a manner that maximizes potential and builds long-term self-sustaining success. Coaching is not an enforcement process, nor a fix or a guarantee. It is not therapy. Change takes time through awareness and participation.

The value, savings and growth as a result of coaching has proven to far exceed the cost. Coaching is the most powerful, quickest and most cost-effective tool for speeding up development and ensuring success now and tomorrow. 40% of new executive hires fail within the first 18 months at a cost of 1.5 to 5 times their annual salary primarily due to influential failure.

- A Manchester Inc. study of 100 executives working with coaches, found a 570% ROI. Productivity increased 53% with quality up 48%. Work relationships with direct reports improved for 77%, with supervisors for 71%, and with peers for 63%. Overall job satisfaction increased for 61% of coached executives.  
[https://sergiconsulting.com/wp-content/uploads/2021/05/coaching\\_research.pdf](https://sergiconsulting.com/wp-content/uploads/2021/05/coaching_research.pdf)
- FORTUNE magazine reported that the Metropolitan Life intensive coaching program had an ROI of over 500%. Productivity rose an average of 35%. 50% identified new markets. Retention was 100%. (Industry statistics show replacing a salesperson with 3 years experience costs \$140,000.) The program cost about \$620,000 and delivered \$3.2 million in measurable gains.
- The "Good to Great" research indicates the critical impact of Level 5 Leaders on top performing organizations. Most executives will need coaching to achieve this level of excellence. **"Coaching is regarded as one of the most effective means of executive development"** according to The Korn/Ferry Institute report in 2011.

The value of each service can be measured differently, such as;

- Higher performing employees;
- Leader more effectively influencing performance;
- Client retention;
- Employees replicating cultural values and expectations that grow the business and reduce working hours;
- Creating cohesive teams who achieve performance goals in a healthy work environment that translates into retention, reputation, growth and advancement;
- Targeted training dollars.

The cost of doing nothing can be:

- Disempowered low-performing employees
- Poor leadership negatively impacting performance and organization success;
- Tremendous cost of a bad hire that could have been avoided;
- Lost clients when they have a negative employee experience.

## ASSESSMENTS

Assessment tools can be utilized to determine a base-line of skills or personality, but are not required. Programs are designed specifically for the individual with practices and feedback that can be challenging and meaningful.

## TESTIMONIALS

See website [www.SergiConsulting.com](http://www.SergiConsulting.com)

## STRUCTURE

Coaching follows a structured process generally based on scheduled time of approximately one hour. The frequency is determined by mutual agreement and can be adjusted, but usually starts weekly or bi-weekly. The initial intake session might last longer to be 90 minutes and include establishing goals and agreement, conduct any appropriate assessments and build an action plan. Consistency is essential to ensure accountability.

*Continued...*

Coaching can be just as effective in person as on the phone; in many cases the phone can be more effective. Coaching sessions might be supplemented by occasional email or brief interim conversations, depending on the initial agreement. The overall process:

- Establishing goals and agreement
- Conduct any appropriate assessments
- Selected and build an action plan
- Implement the plan with tools, practices and feedback
- Evaluate progress and make adjustments
- Close the process or re-commit

**DURATION**

The duration varies depending on the purpose, goals, circumstances and commitment. Coaching after a training class is much shorter, such as a few sessions, than leadership or performance management (refer to FAQs). It takes times to raise awareness, observe and practice, then adapt to new experiences. When there is willingness, motivation and participation, change can happen quickly and at different levels. Most types of programs generally go at least three months on a weekly or bi-weekly basis. The average tends to be six months. Generally when the coaching goes longer then the gap grows bigger. Each circumstance can vary depending on the individual and what is allowed by the budget. Many organizations provide coaching as an ongoing benefit with monthly sessions.

**COACHING VS MENTORING VS CONSULTING**

See the FAQs for different types of coaching where the purpose can have a different emphasis. However, there is a difference between coaching versus mentoring shown below. It's also important to note that coaching differs from consulting where consultants give advice or solutions, coaches guide the client with creative questions and tools to guide discovery and choose their own path. A coach can provide ideas, expertise, and skill-building techniques, but doesn't solve client's problems, nor tell them what to do.

<b>Coaching</b>	<b>Mentoring</b>
<b>Coaching is a professional relationship</b>	<b>Mentorship is a mix of friendship and professionalism</b>
<b>The coach listens actively and does not offer opinions or conjecture</b>	<b>Mentor gives advice based on experience after actively listening</b>
<b>The coach utilizes tools, professional methodologies, &amp; network of resources</b>	<b>The Mentor adds resources to the process</b>
<b>The coach offers unconditional positive regard and remains non-judgmental</b>	<b>The mentor offers feedback based on organizational expectations and experience</b>
<b>The coach thinks with the coachee and makes observations</b>	<b>The mentor challenges and plays devil's advocate. Personal style can influence.</b>

## FAQ'S ABOUT PROFESSIONAL COACHING

The following are frequently asked questions ("FAQ") and answers about **coaching, business coaching and leadership coaching**.

### **Q. What is "coaching?"**

A. When we hear the word "coaching," most of us think of a baseball, basketball or football coach, with a whistle and a clipboard, telling us what to do on the practice field, or how to improve our performance in a game. But "business coaching" or "professional coaching" and/or "leadership coaching" is different from sports coaching. Professional coaching is about an employee, manager or leader getting assistance and guidance from a professional who can help the individual (also known as the "coachee") identify and improve their leadership strengths, weaknesses, and skills. Also, a professional coach can support the coachee in determining for themselves how best to solve workplace challenges such as communication breakdowns, conflicts and other work-related problems. Thus, it shares a similarity with the sports coach in helping you to improve performance. In a nutshell, professional coaching is a private conversation with an expert who knows the right questions to ask you, so that you can help yourself become a better, more competent leader.

### **Q. How does the coaching occur?**

A. In private, one-on-one, face-to-face or phone conversations, usually for 60 minutes, occasionally it can be done via email.

### **Q. What happens during the coaching conversation?**

A. At the beginning of each coaching session, your coach will:

- 1) Do a quick "check in," asking how you are in general, and if there's anything going on that's going to distract you from the conversation.
- 2) Then, the coach will usually ask "What's the most important thing we need to accomplish by the time we finish with our session?" so you are both focused on making the session successful.
- 3) If this is not your first session, the coach will then ask for an "update" of what actions you might have taken since the previous coaching session. For example, let's say you're having a communication issue with a member of your team. The coach will ask you to be more specific, and might ask you a series of questions to help you discover any possibly root cause, obstacles, and ideas for what to do about it.

### **Q. Will my coach make me do anything, or assign me work?**

A. The coach might make recommendations for actions or practices that might help you. However, it is not required that you act on these. You are responsible for deciding whatever you're going to do and for following through on whatever it is that you commit to doing. Only you are responsible for your actions after coaching. The only consequence to inaction is possibly not moving forward on the development goal that you might have expressed.

### **Q. Will the coaching get into personal stuff, like therapy does?**

A. No. Your coach will focus on the professional development and challenges that you're facing to achieve your goals, not on your personal issues. Real situations can be discussed and used as learning opportunities. Of course, some situation can be frustrating and upsetting, and your coach will help you put those things into perspective and provide you with tips on managing yourself. Coaching is not psychotherapy; it's about supporting you in figuring out for yourself how to solve your challenges.

### **Q. Will the coach report what I say to my boss?**

A. No. Your coach is ethically and professionally bound by strict rules of privacy and confidentiality. The only thing your coach will report to the organization that might be paying for the coaching is that the session(s) actually occurred and the timing of the sessions.

**Q. Are leadership coaches certified or licensed?**

A. Some coaches are certified by professional coaching organizations while others hold related degrees or additional credentials such as Senior Professional in Human Resources (SPHR), Certified Management Consultant (CMC), Professional Coaching Certification (PCC), or Certified Professional in Learning and Performance (CPLP). Almost all reputable leadership coaches have at least 100 hours or more of business and management coach training in accredited programs and hundreds more hours of professional experience.

**Q. If the company provides us with a coach, am I required to participate?**

A. No. Not everyone who engages in coaching will continue for the duration for any number of reasons. Some may request to end the coaching at their discretion, while others might request to go longer. Continuation is at your discretion. Conversely, most coaches will not agree to engage in coaching that is mandatory or required.

**Q. Does coaching provide me with assurances?**

A. Coaching is neither a fix nor a guarantee. Not everyone who engages in coaching will continue for the duration for any number of reasons. And the goals expressed at the start of coaching can reveal other needs that are more important to address. Employment should not be contingent upon attending coaching sessions. Conversely, participation in coaching does not provide or ensure advancement in the organization with either promotion or pay.

**Q. As a leader or manager is there anything I can do to support the employee's coaching?**

A. Yes, while also respecting the privacy of coaching conversations. Primarily ask the employee the best way you can support their goals, or have them produce a report of progress. It is not required or essential that you are involved. You can also talk with the coach for suggestions so that your approach is positive versus negative. When the employee is supported in a positive manner then learning and change is reinforced and performance is enhanced. Respect that the employee may discontinue coaching at any time without any repercussions.

**Q. Are there different types of coaching?**

A. Depending on the purpose or emphasis:

- **Leadership and Management Coaching:** An objective, confidential advisor to provide alternative perspectives on complex issues and on areas where the participant's communication style and blind spots may be creating problematic results. Coaching may be used to drive a change in the organization's culture when success requires the management team to their style of doing business.
- **Strategic and Business Coaching:** for executives with complex issues who need a partner with deep expertise and that can also navigate pragmatic coaching methodology from consulting.
- **Coaching for Performance:** To increase a key executive or manager's performance in a current position. This can occur after a promotion, reorganization, or other changes that require a different set of competencies in order to achieve success. It is also used in assisting a newly hired executive from outside the organization to navigate the new culture in order to minimize the risk of failure. Finally, it is used to assist a valuable executive or manager to change interpersonal behavior that is costing the organization money, people and productivity.
- **Coaching for Development:** To prepare high-potential employees for increased responsibilities and future promotions. This coaching approach might be provided for several individuals, or it might be provided as a part of a comprehensive leadership or management development program.
- **Reinforce learning:** After attending a class the coaching enhances transference of learning into practice.

**Q. What is the process?**

**1. Establish a coaching agreement and define the outcomes**

Not all coaching programs are the same. But business coaches will follow a methodology with a foundation of trust and safety for a good relationship. The participant and the coach must relate on a truthful, open, and respectful level.

**2. Gather and analyze data**

Two kinds of data are used in leadership and management coaching. Objective data includes the results the participant has achieved in the past or is currently achieving. Subjective data comes from what the Participant tells the coach and from self-report assessments. Some questions may be asked like:

- What are your strengths and areas for development?
- How are you perceived by superiors, peers, and customers?
- What strengths can you leverage to achieve your goals?
- What is blocking your results?
- What are one or two critical competencies, skills and/or behaviors that, as developed, will most significantly impact the results you want to achieve?

### **3. Select goals and build an action plan**

The participant and coach should collaborate to select one or two goals. The action plan is a tool for translating the insights gained in the data gathering and goal-setting process into behavior and results.

### **4. Implement the Action Plan**

Meet on a scheduled basis, approximately weekly, bi-weekly or monthly in person or by phone. The coach helps the participant:

- Maintain focus and accountability
- Ask the difficult questions
- Generate possible approaches and actions
- Work through obstacles
- Encourage experimentation
- Capture and incorporate learning and new habits
- Ensure reflection and provide honest feedback
- Access frameworks and tools for management and leadership effectiveness

### **5. Evaluate Progress And Make Adjustments**

The coach and participant evaluate whether the agreed-upon objectives are being met and determine what ongoing support is necessary or appropriate. In some cases with longer programs the coach and participant could schedule formal reviews of progress with the participant's manager and important stakeholders during the coaching process.

### **6. Close the Process or Re-commit**

The coach and participant evaluate whether the agreed-upon objectives were met and determine what ongoing support is necessary or appropriate.