

Executive's Guidelines for Coaching

Managing Confidentiality

- Partner with the coach and other members of your organization to write a confidentiality agreement that specifies what information will and will not be shared, in which circumstances, with whom, and how, including guidelines on electronic forms of communication.
- Whenever there is a question regarding how information is or should be handled, communicate directly with other members of the coaching partnership to come to an agreement.
- Respond to feedback from others in non-defensive ways, without second-guessing who might have said what or retaliating for feedback that is difficult to hear.

Pre-coaching Activities

- Consult with your stakeholders to determine if executive coaching is right for you, establish the appropriate goals, and select the best coach.
- Work in partnership with others to make sure all business and financial contracts are expedited.
- Inform your coach about you, your organization, and your situation, and begin the process with a willingness to learn

Contracting

- Actively participate in establishing a learning contract and a personal contract for your coaching.
- As appropriate in your organization, participate in establishing, monitoring, and administering business/legal/financial contract(s) with your coach.
- Adhere to the learning and personal contracts. Use them to guide what you do in activities related to your coaching, including how you gauge your progress and success.

Assessment

- Invest the needed time to expedite your assessment.
- Maintain an open attitude toward feedback and other assessment results.
- Work collaboratively with your coach to identify and ask questions about situations that might provide insight into you and your organization.
- Make the best use of feedback and other assessment information to change you and your organization as needed.

Goal Setting

- Collaborate with stakeholders to understand how others perceive your needs for change and development.
- Be honest about your own priorities for coaching.
- Clarify what you need to do to achieve your goals.
- Invest the time in coaching and on the job to achieve your goals.

Coaching

- Be open and willing to try new things and take appropriate risks.
- Focus on what you need to do to learn and take action within the context of your work role.
- Exchange feedback with your coach and others in your organization about your performance and how the coaching has helped you achieve the desired results.

Transitioning to Long-Term Development

- Work with your coach and others in your organization to identify improvements and opportunities for further progress.
- Participate in formulating a long-term plan for your continued development.
- Establish an agreement with an appropriate person in your organization to support and monitor your future development.

- ❑ Follow through with your plan and invest the time needed to achieve your long-term development goals.
- ❑ Communicate with your coach and the appropriate people in your organization about the effectiveness of the coach and the coaching process.