



Smart Strategies for Talent Development
Making the Most of Coaching

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Presented by Kate Ebner, CEO

Welcome!



Izzy Martens

Webinar Host

Client Experience Manager
The Nebo Company

How to participate in today's webinar

1. Participate in the poll

- At one point during this webinar, you'll be invited to participate in a group poll. Please do so!

1. Type in your questions

- If you have a question at any time during the webinar, please feel free to write-in your question using the 'Q&A' or 'chat' function in your Zoom window.
- Kate will save time at the end for answering questions. If we don't get to your question, please send us an email and we will provide you with a response.

2. Troubleshooting

- If you need help troubleshooting at any time during the webinar, please send me a direct email at imartens@nebocompany.com



Kate Ebner

Founder and CEO,
Executive Leadership Coach
The Nebo Company

Founding Director
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Making the Most of Coaching

“How do I know the investment I am making is a good one for the company?”

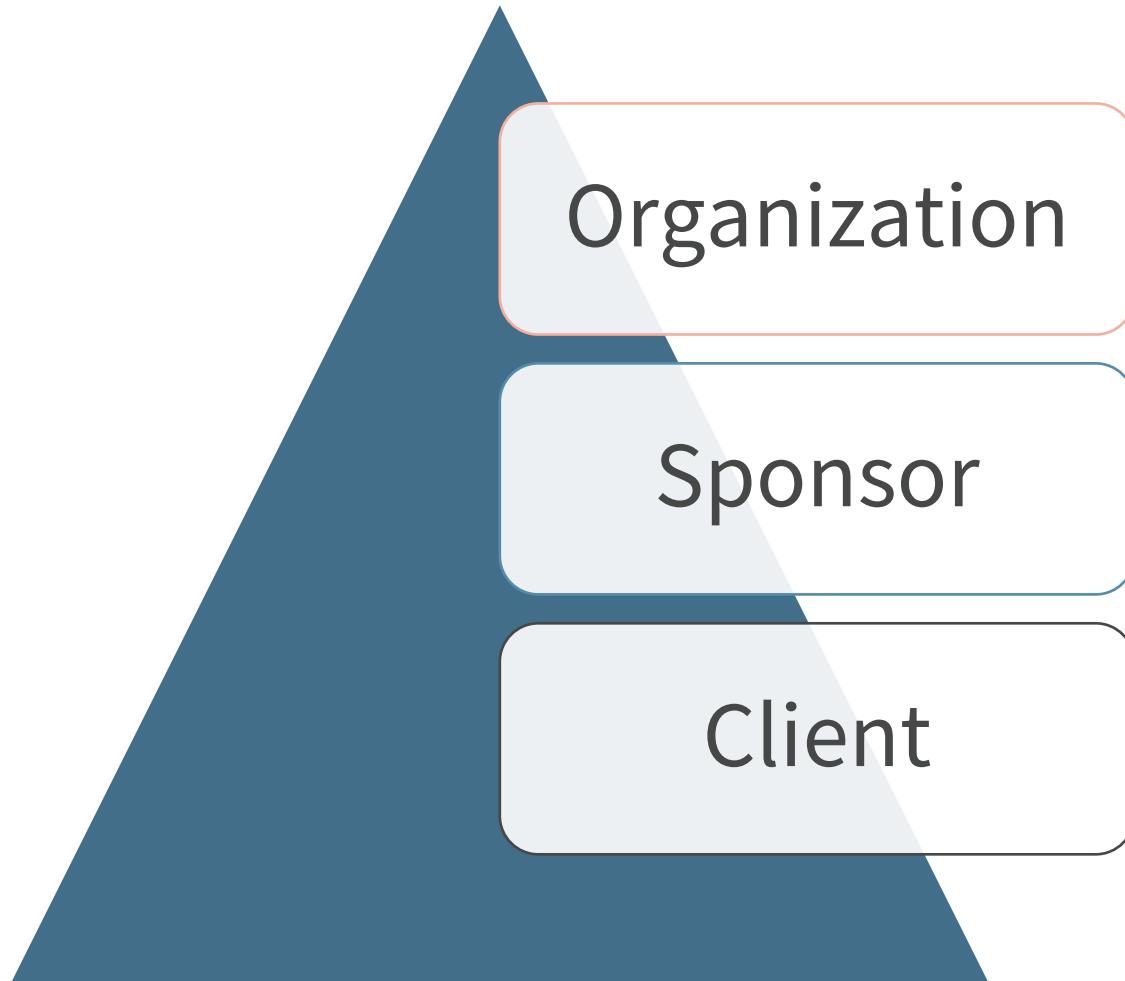
“As a Sponsor, I know coaching is confidential, so how do I know if the coaching is on-track?”

“What should I expect from the coaching process and my coach?”

“Will coaching get me where I want to go?”

“How do I know how much to share with my sponsor about what I’m working on with my coach?”

The Stakeholder Triangle



Organization's Perspective



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Organization's Perspective

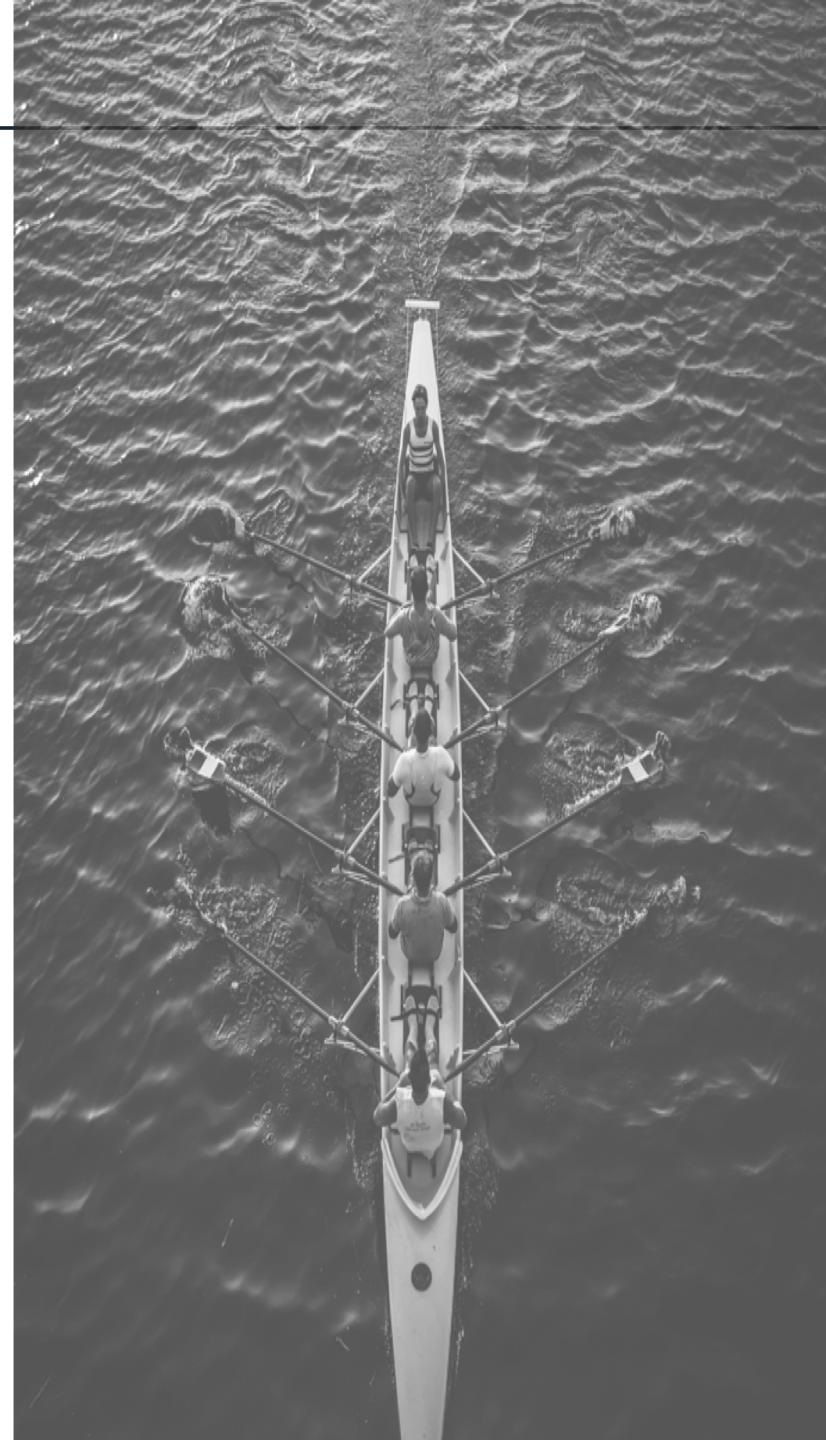
Coaching is...

An investment.

A gift.

A retention strategy.

A last ditch effort.



What are your options?

Leadership
Coaching

Executive
Coaching

Team
Coaching

Group
Coaching

Culture of
Coaching

The Impact of Coaching on Organizations



80% of people who receive coaching report increased self-confidence.

86% of companies report that they recouped their investment on coaching and more

70% benefit from improved work performance, relationships, and more effective communication skills

The Net Effect?

Empowering people to learn from experience

Could your organization benefit from coaching?

1. Are the leaders in key positions meeting your expectations?
2. Do your leaders demonstrate an authentic, credible presence?
3. Do your top leaders foster a culture that engages and develops employees at all levels?
4. Do your leaders have the skills and maturity to navigate conflict and tough challenges together?
5. Can your leadership team articulate a shared purpose, clear near-term focus and compelling long or medium-term vision?
6. How concerned are you about losing your most talented people?
7. Do your leaders demonstrate confidence and resourcefulness in solving complex problems?
8. How ready is your team if you needed to step out for six months or more?

Helping Coaches Jump on Your Train

- Annual or Bi-annual Coaches' Meeting to share business context
- Pre-coaching discussion with coach to provide background context for the engagement(s), including why it is a priority, important outcomes needed, current challenges, where you see opportunity for the client and the organization, any urgencies, description of your culture, etc.
- Explain internal process for setting up the coach in your system
- Consistent provider of coaching services so that knowledge of the organization, culture and leaders deepens over time
- Share any previous great/not great experiences with coaching to help define what success means for the coach's work with your organization
- Review the coach's bio, website and full services provided to better understand the depth and breadth of experience available to you through this provider
- Respond in a timely way to communications from the coach

Sponsor's Perspective



When is the right time to invest in someone?

Commitment

- Demonstrates engagement and dedication to work and company

Readiness

- Open to the experience (coachable)
- Has time or can make time
- Has open mind and positive attitude towards the experience

Essential to the Future

- Contributes in a role that is valued and needed by the company
- Developing him/her will strengthen an area vital to the organization

Potential

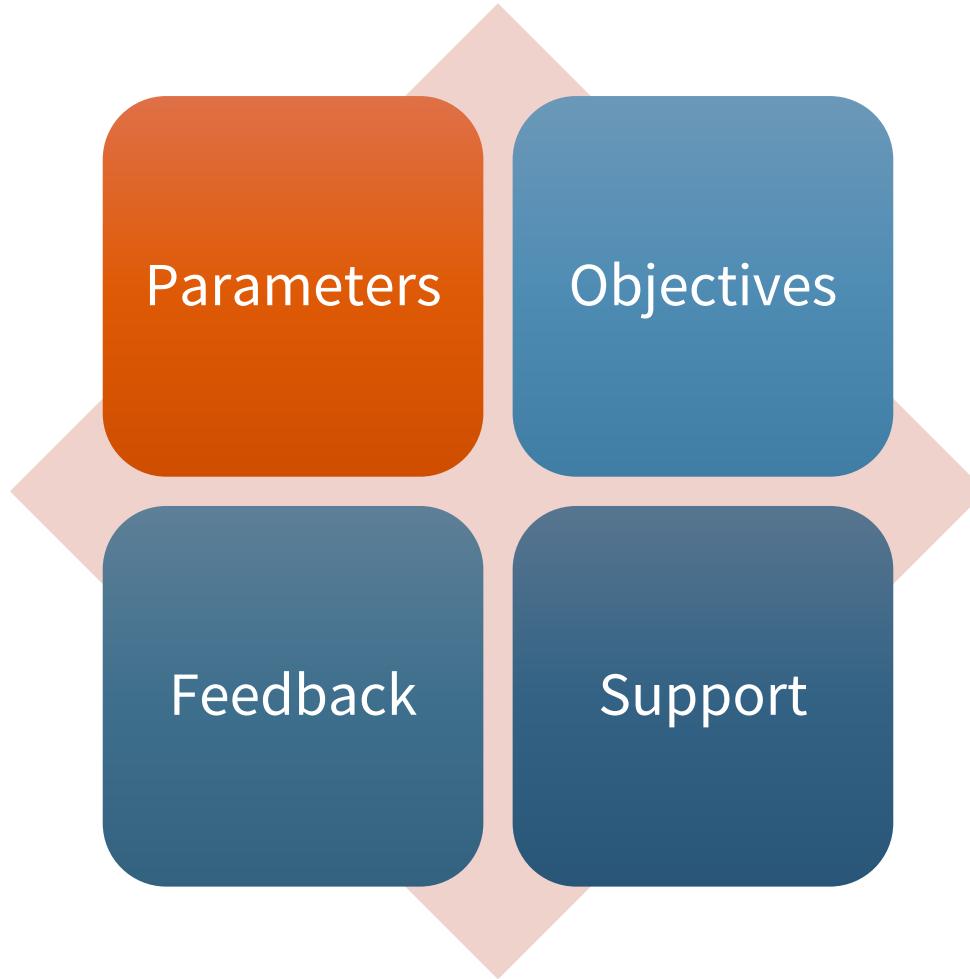
- Passion for learning and growth
- Record of strong performance
- Endorsement of supervisor





Group Poll: What, if any, concerns do you have when you consider investing in coaching for a direct report?

The Sponsor's Role



What might you look for when a coaching engagement is underway?

- New behaviors and different ways of participating in the usual meetings and discussions
- More thoughtful responses
- Greater self-awareness
- Introspection
- More direct communication, including requests to speak with you about important and even sensitive subjects
- Increased openness to feedback
- More energy and enthusiasm
- Better team participation

Coaching is a confidential conversation

- Though not protected by law
- Many leaders are uneasy about working with a coach if they feel there is risk of a breach of confidentiality
- Leadership coaching often spans issues and goals for both work *and* life
- Coaches must not share specifics of conversations with clients or convey the client's viewpoint
- Coaches are trained to request direct communication between Sponsor and Client



Tracking and Supporting Progress

Engagement

Focus

Follow-through

Ah-ha's!

New outcomes

Engaged sponsors ask:

- How engaged in the process is my direct report?
- What is the objective for the coaching?
- How is the engagement progressing?
- What did you learn?
- What can I do to support you during and after the coaching?

Client's Perspective



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Frequently Asked Questions

- How do I choose a coach?
- Do I need someone with the same background as me?
- I'm not sure if I have time to dedicate. When is the right time to work with a coach?
- What is the process once I choose my coach?
- How do I prepare for a coaching session?
- What if I decide to leave my company and they are paying for coaching?
- How do I sustain momentum and focus once coaching is over?

Setting a coaching objective

- A coaching objective provides focus for the engagement
- A good coaching objective should align with developmental feedback, support the leader in achieving the goals/challenges/responsibilities on his or her plate and be motivating and meaningful for the leader and the organization
- The objective should be “big enough” to allow a flexible learning process

Sample Coaching Objectives

“To develop my presence and voice as a senior leader with peers and executives”

“To become more effective at developing and leading a strong, high performing team”

“To gain confidence, experience and skill as a public speaker”

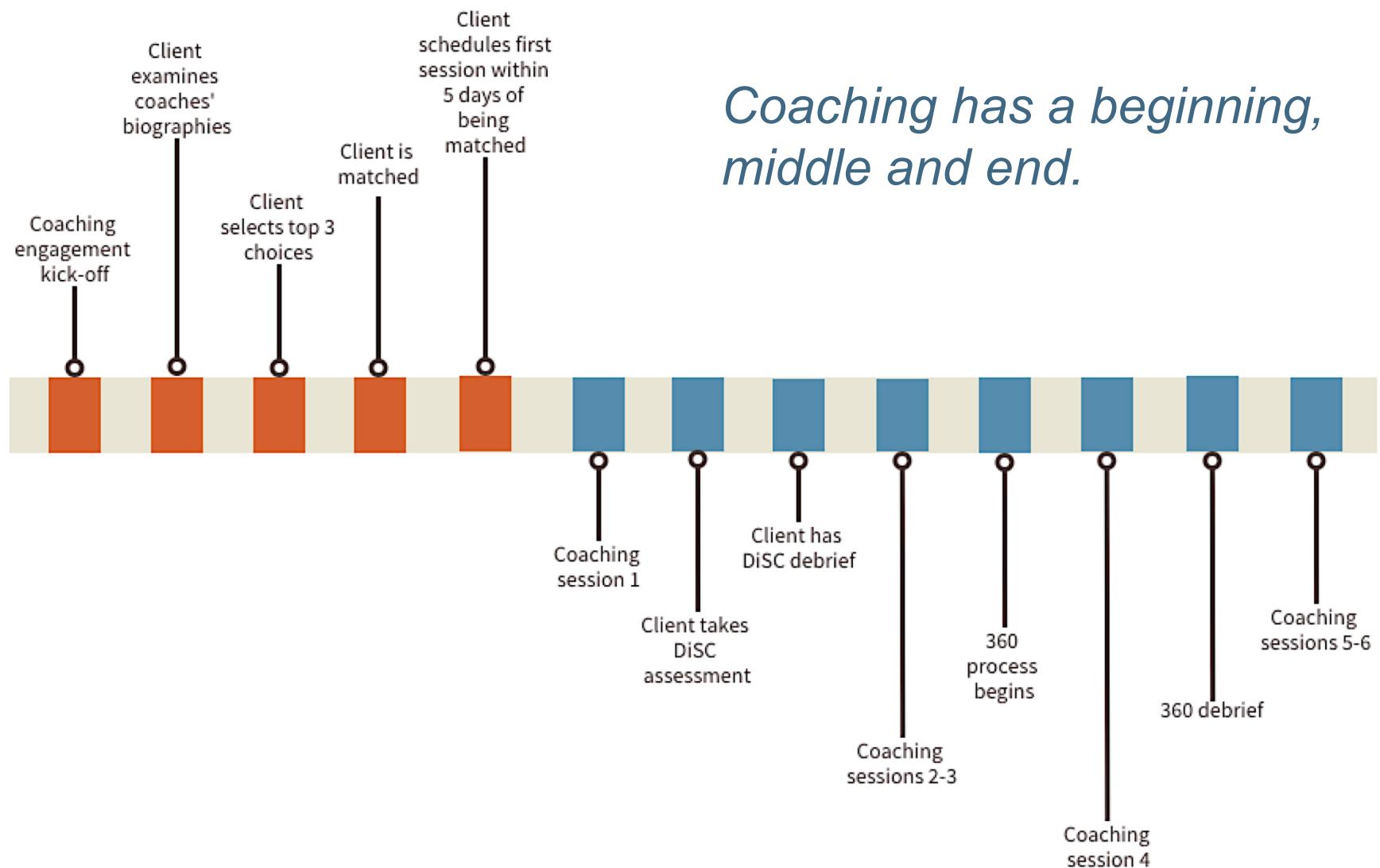
“To re-energize myself and bring fresh vision to the organization”

“To manage myself more effectively so that I am more balanced and less reactive as a leader, especially when frustrated”

“To create a vision for the next stage of my career”

“To achieve the major changes needed in order to deliver on the company’s strategic plan”

The Flow of a Coaching Engagement



Engagement means....

- Keeping your commitment to scheduled sessions
- Following through on “assignments” and coming prepared to report on progress
- Responding to email and other communication from your coach in a timely way
- Giving more than 24 hours of notice if you must cancel or reschedule a session
- Initiating the agenda for each session
- Providing positive or constructive feedback to the coach to ensure that the relationship, approach and methods are working well for you
- Being open and honest in the conversation

The “before and after” of coaching



Nebo Design Framework



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Nebo Coaching Design Framework



- **Leader or Leadership Team**
- **Objectives for the Engagement**
- **Parameters (Duration, Budget, Timing)**
- **Roles (Sponsor, Client, Nebo)**
- **Features (# of sessions, Assessments, Feedback, Intensives)**
- **Evaluation**



- 1. Organizations:** Commit to coaching as a leadership development strategy and link it to the success of your business.
- 2. Sponsors:** Play an active role by being appropriately engaged and interested. Invest in coaching for high potential employees, not “fix it” situations.
- 3. Clients:** Bring focus and initiative to your work with your coach. Take responsibility for your own growth and development.

Rule(s) of Thumb

Effective Coaching: Looks like...

Organization

- Sees coaching as an investment in the organization and in the culture, not just the leader
- Invests in coaching for high performers and high potential people, not remedial situations
- Doesn't substitute coaching for performance management, but rather ensures that all feedback and review processes are happening consistently and well
- Builds long-term relationships with coaching services providers in order to be able to "harvest" the insights of the coaching team over time
- Hosts annual or bi-annual meetings for coaches in order to share a business update and help coaches understand background or context

Sponsor

- Presents coaching as a positive investment in the leader's future
- Ensures readiness and interest of coaching client
- Participates in setting coaching objective and learning from the process
- Respects confidentiality, doesn't put coach or leader on the spot
- Observes and encourages positive change
- Supports sustained growth even after coaching is completed

Client

- Participates in the process with enthusiasm and commitment
- Invites input from Sponsor
- Shares progress with Sponsor and other key stakeholders
- Willing to increase self-awareness through self-observation, practicing new behaviors, reading, reflecting in writing, etc.
- Gives coach feedback as needed
- Takes responsibility for own journey

Discussion



*Join us for our next webinar in 2019: 3/6/19 at 12pm EST
Aligning and Energizing the Senior Leadership Team*



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Thank you!

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