



EXECUTIVE COACHING PROCESS





CIM coaching focuses on helping high performers sustain positive behavioral change which furthers their professional and personal growth, relationships, and team and organizational success.

HOW WE COACH

While every client is different in how they think, respond and learn best, there are core principals and a basic process that are fundamental to our coaching approach.

- **Expand the client's vision** – Day-to-day organizational demands can make it difficult to think strategically and to be our best selves under pressure. One of the greatest values of coaching is that it keeps the client focused on the bigger picture and provides the training and tools to help them manage their internal state regardless of the external situation.
- **Recognize their blind spots** – Most successful professionals have a pretty good feel for the behaviors they need to change. What they seldom understand is how much these behaviors cost them in terms of interpersonal relationships and realizing their full potential. We use a variety of 360 assessment tools to help the client gain an objective picture of how others experience them and potential gaps between how they perceive themselves and how their colleagues view them. (Note: The assessment can be tailored based on organizational values, the individual's role, and responsibilities, etc.)
- **Identify the key opportunity(ies) for growth** – Using the input gathered from the assessment, the client chooses one-to-three specific goals that they are passionate about achieving.
- **Build an actionable plan for development with consistent accountability** – This plan is developed by the client with the support of the coach. It includes the goals to be worked on, how success will be measured and the specific steps to be taken. This plan is discussed and agreed to by the client and typically their manager.
- **Learn experientially** – Another value of coaching is it's on the job learning – not theoretical. Clients learn by testing ideas, tips, and tools by applying them to their job on a daily basis. They learn through experience what works for them and what doesn't work. This form of learning has a staying power that others lack.
- **Engage the client's key stakeholders** – Regular, candid stakeholder feedback on the client's progress is one of the most important elements in the coaching program. At the onset of coaching, the client is asked to choose a small group of stakeholders who will provide ongoing feedback on their progress.

HOW WE COACH, CONTINUED

- **Quantify results** – We typically complete two 360 Progress Assessments: a mini-assessment at six months and a full assessment at 12 months. See page four for an example of our measurement tool.
- **Management check-ins** – Quarterly we do a telephone check-in with the client’s manager to discuss how the coaching program is going. While the content of coaching sessions is strictly confidential, we can share general information about commitment to the process and feedback on where the client may need additional support or direction.



**EXAMPLE OF HOW QUESTIONS ARE
TYPICALLY STRUCTURED IN FOLLOW-UP
ASSESSMENTS**

Six-Month Mini-Assessment – Sample Questions

Do you believe this person has become more (or less) effective in the past six months in the following behaviors? (Please circle the number/letters that best matches your estimate of any change in effectiveness.)

	Less Effective	No Perceptible Change	More Effective	No Change Needed	Not Enough Information
Team Item Clarifies roles and expectations with fellow team members	- 3 - 2 - 1	0	1 2 3	NCN	NI
Individual Item Genuinely listens to others	- 3 - 2 - 1	0	1 2 3	NCN	NI
General Item Demonstrates effective team membership	- 3 - 2 - 1	0	1 2 3	NCN	NI

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Typical project timeframe is 15 months including assessment process

