



Transforming your business
into a high profit organization.

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STM Personal/Organizational Coaching Model

Stage	Elapsed Time	Form	Coaching Process	Coaching Details
Introduction & Preparation	2-4 weeks	Coaching Education	Education & Expectations	Impact & Costs to Individuals and Organization Review Coaching Process *Organizational Expectations *Organizational Culture <i>Output: Go/No-Go</i>
		Assessments, Reports and Reviews	Data Collection	Personal Assessment & Position Benchmark Self-assessment Reading & Exercises Key Stakeholder Input Observation *Organizational Competency Requirements <i>Output: Go/No-Go</i>
			Planning (Goal Setting & Actions)	Thorough Assessment De-briefing TRIAD Interviews & 360° Start-Stop-Continue <i>Output: agreed upon plan for development</i>

Action	60-90 day cycles 	Performance Coaching	Measurement Evaluation	Interviews & Observation Self & Coach Monitoring ROI & ROE <i>Output: measured improvement</i> Interviews & Documentation <i>Output: agreed upon achievements</i>
Maintenance	on-going	Self-Coaching	Continuous Improvement	Re-assessment Self-monitoring Interviews & 360° <i>Output: goal achievement</i>

* Organizational coaching assignments.

Details and Explanation

Coaching by its nature is highly customizable—this process is offered for the consideration of important steps and can be tailored for personal or organization wide development. The difference is one of scale. Coaching for organization wide development requires a focus on culture, management, competencies and expectations (relevant items flagged with * in the graphic above). Organizational wide coaching may involve knowledge transfer to the host organization in terms of training internal coaches, application of assessments and benchmarking.

Coaching for personal development has a primary emphasis on the coaching client’s goals, communication, key relationships and behavior modification.

The Introduction and Preparation stages are designed to gain commitment to move forward. **Education & Expectations** will clarify the full impact and costs of the problem to all parties and explain the coaching process—this may involve one-on-one meetings with the coaching client, their manager and others. *The conclusion of this step triggers the first “go” “no-go” decision from all parties.*

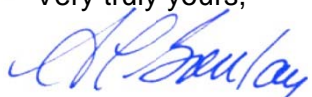
Data Collection involves assessing top performers in relevant positions to determine “Position” Benchmarks, and a Personal Assessment for the coaching client using the same assessments. Various inputs are gathered as required by the situation and organizational requirements. *If the process is to be suspended, this would be the most likely time for that to happen.* A comparison of the personal assessment to the position benchmark will confirm competency to perform the position, and the likelihood of the coaching client to embrace growth and change. *The conclusion of this step triggers a final “go” “no-go” decision from all parties.*

Planning (Goal Setting & Actions) involves the coaching client’s manager or supervisor, and potentially their direct reports, colleagues or customers. *The outcome of this phase includes specific expectations, behavior changes and communication requirements.* This is a likely time to simultaneously begin debriefing the coaching client’s assessment with them for understanding and acceptance.

The Action stage is the core of the coaching process, and is designed to improve performance to measurable goals and actions identified earlier. *Performance Coaching* typically requires a 60-90 day cycle to make measured improvements in discreet areas. The coaching client and coach usually meet weekly at the beginning of a cycle, and less often as the cycle proceeds or as they embark upon new coaching cycles. *Documentation of specific goal achievement between the coach, client and their manager defines the end of a cycle.*

The Maintenance stage is entirely the coaching client’s responsibility working in concert with their manager, direct reports and colleagues. They have the tools, metrics and methodology to monitor their *Continuous Improvement*. Calls or meetings with the coach will typically be brief and irregular and triggered by the client or client’s manager, not the coach.

Very truly yours,



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