



The Crossroads of Coaching Mastery

Unleash the Power of the Coaching Agreement

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The Competency Roadmap: Your Path to Success

The following eleven core coaching competencies were developed by the ICF to support greater understanding about the skills and approaches used within today's coaching profession as defined by the ICF. They will also support you in calibrating the level of alignment between the coach-specific training expected and the training you have experienced.

A. SETTING THE FOUNDATION

1. Meeting Ethical Guidelines and Professional Standards
2. Establishing the Coaching Agreement

B. CO-CREATING THE RELATIONSHIP

3. Establishing Trust and Intimacy with the Client
4. Coaching Presence

C. COMMUNICATING EFFECTIVELY

5. Active Listening
6. Powerful Questioning
7. Direct Communication

D. FACILITATING LEARNING AND RESULTS

8. Creating Awareness
9. Designing Actions
10. Planning and Goal Setting
11. Managing Progress and Accountability



Establishing the Coaching Agreement – Ability to understand what is required in the specific coaching interaction and to come to agreement with the prospective and new client about the coaching process and relationship

There are two parts of the Coaching Agreement:

Part1: Establishing the “rules of engagement” with the client

- ✓ *Understands and effectively discusses with the client the guidelines and specific parameters of the coaching relationship (e.g., logistics, fees, scheduling, inclusion of others if appropriate)*
- ✓ *Reaches agreement about what is appropriate in the relationship and what is not, what is and is not being offered, and about the client’s and coach’s responsibilities*
- ✓ *Determines whether there is an effective match between his/her coaching method and the needs of the prospective client*

Part 2: Gains joint clarity about the clients’ goal for the coaching session

- ✓ *Attends to the client’s agenda with some exploration on measures of success for each topic in the session*
- ✓ *Reaches joint clarity on the client’s desired outcomes and what is required in the specific coaching interaction*

Three Competency Levels

ACC

- Coach takes what client says they want to work on at surface level.
- Attends to that agenda, but little further exploration is done.

PCC

- Coach takes what client says they want to work on.
- Attends to that agenda with some exploration as to measures of success for each topic in session

MCC

- Coach explores fully what client wants from session, establishes measures of success for client in session, and ensures that client and coach are both clear about coaching purpose.
- Coach returns to check regularly of whether direction of coaching is continuing to serve client’s coaching purpose and makes changes in direction if necessary based on feedback from client.

Highlight the points in each competency level that best represent your coaching today.

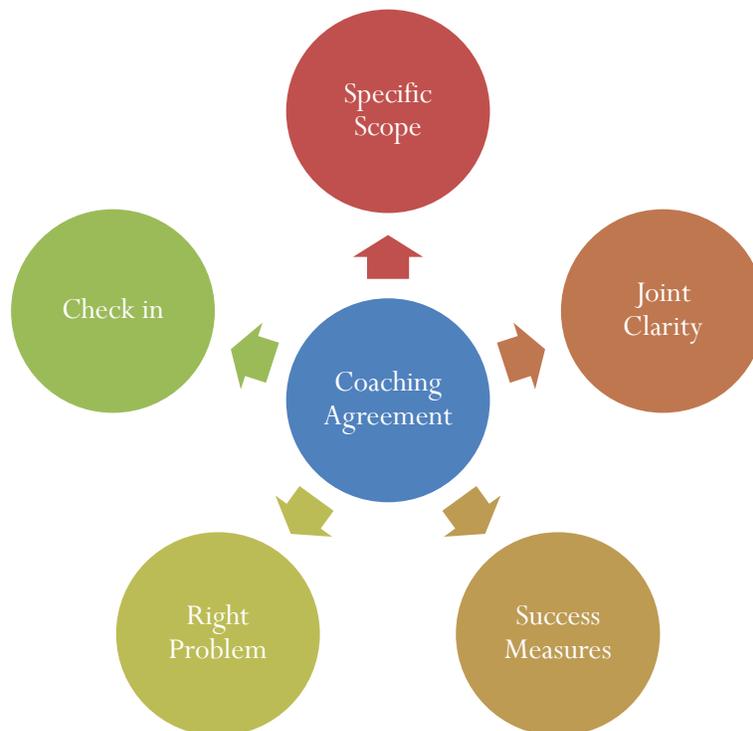


“A lack of clarity could put the brakes on any journey to success.” – Steve Maraboli

Needed Skills for Establishing the Coaching Agreement

- Listening – the ability to accurately receive and interpret messages in the communication process
- Curiosity – the strong desire to learn or know more about something or someone
- Intuition – a natural ability that makes it possible to know something without any proof or evidence; a feeling that guides a person to act a certain way without fully understanding why

Which skill needs to be further developed for you to advance in this competency?





"We rise to great heights by a winding staircase of small steps." – Francis Bacon

Specific
Scope

Is the goal specific and achievable during the session? (PCC)

Joint
Clarity

Are the coach and client on the same page? (PCC)

Success
Measures

Do we know what success will look like at the end of the session? (PCC)

Right
Problem

Is there a problem beneath the problem? A goal beneath the goal? (MCC)

Check in

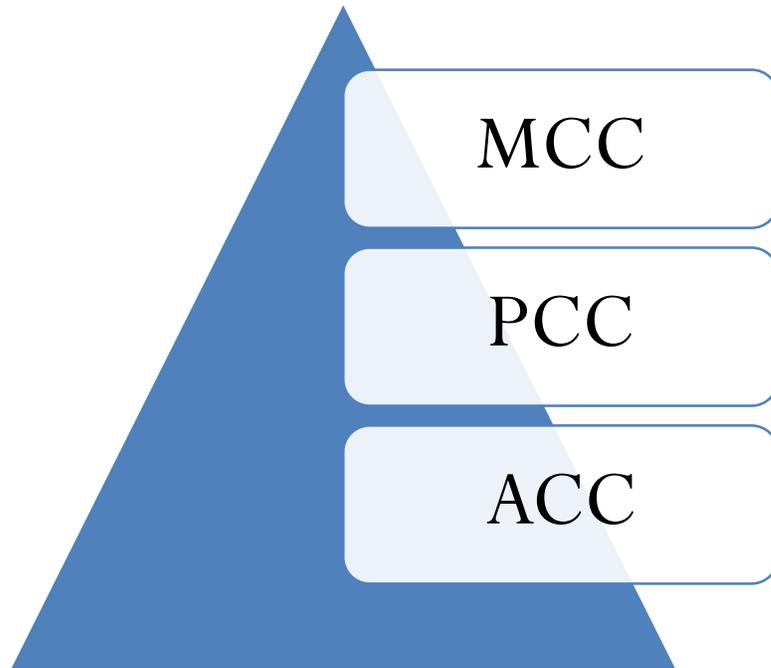
Is the agreement actively woven throughout the session? (MCC)

Coaching
Agreement

Is it allowed to morph elegantly and powerfully as needed? (MCC)



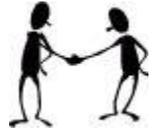
Coaching Agreement Demo



What was the important difference between the ACC and PCC demos?

What was the important difference between the PCC and MCC demos?

What is your biggest take away from these demos?



“Coaching Agreement” Activity

1. Form a triad so you can each play the role of “coach,” “client” and “observer.”
2. The client should pick a real coaching goal for themselves.
3. The coach should coach for 5 minutes to gain a clear coaching agreement for the session. No resolution should be attempted.
4. The observer observes, listens and manages time for both coaching and discussion.
5. The coach, client and observer each write down what they believed the client wants out of the coaching session.
6. Compare notes and discuss the experience for 5 minutes
7. Switch roles and repeat until each of you has had a chance to play each role.



“Coaching Agreement” Competency Reflection Worksheet

What about this competency will be most challenging for you? How will you rise to that challenge?

What did you learn about this competency?

What will you do with that learning?

How will you measure your progress?



Sara Smith was with IBM nearly 30 years, retiring from IBM's global transformation team as an executive coach. Sara is currently an executive coach, mentor coach and leadership consultant with Smith Leadership. She is active in the ICF, having served on the board for ICF North Texas and worked with global leadership development. Sara is co-leader of the ICF Southeast Region.

Sara is an MCC, CTI-certified CPCC and graduate of the Teleos Leadership Executive Coaching program. She taught in the SMU Cox School of Business and is a guest instructor teaching emotional intelligence in two seminars. In addition to working with executives, she coaches athletic coaches and authored *Coach to Coach – Emotional Intelligence and Leadership for Winning Coaches*. www.slweb.net

Judy Feld was 2003 President of ICF Global and served on the Board for 8 years. She was one of the first 20 MCCs (1998) and has renewed her credential 5 times. She founded the first ICF chapter (1996).

Judy was vice-president at American Airlines and has been an executive coach since 1995. She was the Director of Distance Learning for the Authentic Happiness Coaching Program, featuring Dr. Martin Seligman (positive psychology pioneer). Judy was Co-founder and Training Director of UT Dallas Executive and Professional Coaching Program (2005-2014) and a longtime instructor and coach (EMBA and Research Department). She was a founding Board member of the Graduate School Alliance for Executive Coaching (GSAEC) and co-author of the book *SmartMatch Alliances*. www.CoachNet.com

Teresa Pool is a highly-experienced executive coach with over 25 years of working with leaders and teams to select the best talent, overcome behavioral barriers and create a higher degree of success. Her specialty is partnering with senior executives and high-potential leaders who want to move quickly to the next level of performance.

In addition to her global private practice, Teresa has been a staff member of the University of Texas at Dallas since 2005. She provides professional-development coaching in the Executive MBA program and is an instructor in the Organizational Behavior and Executive Coaching program. Her passion for heart-centered leadership led Teresa to become certified in Equine Facilitated Coaching.

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