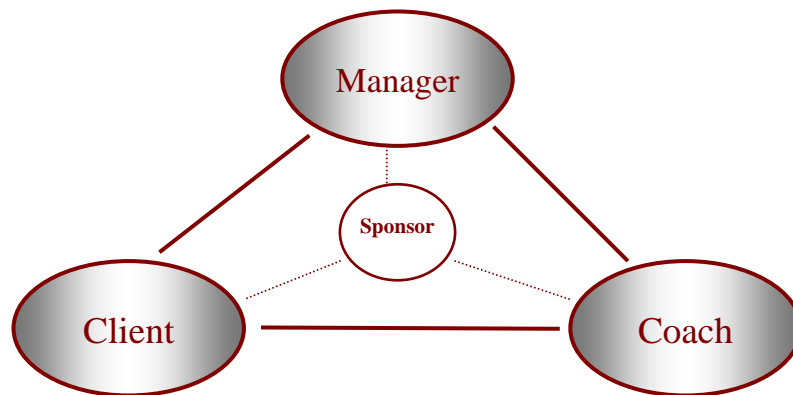


Executive & Organizational Coaching Engagement: Roles



Executive and Organizational Coaching is a four-way partnership including the individual receiving coaching (the client), the coach (you), the client's manager, and often Human Resources (or the Sponsor - i.e., the person accountable for paying the “invoice” the customer, manage system-wide coaching processes, and/or a executive sponsor that serves as a champion for coaching). Clarity regarding roles and responsibilities is the key to a successful coaching engagement, and importantly multiple engagements within a given organization overtime.

Manager and HR

- Supports coaching as a development tool
- Contributes to creation of coaching contract by providing feedback and ensuring that coaching goals are aligned with business goals
- Participates in meetings with the coach and client to discuss progress as needed
- Champions positive behavioral changes made by the client
- Provides feedback at the end of the coaching engagement
- Others _____

HR/Sponsor

- Handles contracting details with the coach (including payment)
- Intervenes/facilitates if problems arise/breakdowns in the process
- Clarify the organization’s expectations regarding the coaching process and individual engagements (i.e., confidentiality, anonymity, legal requirements, and information sharing protocols)
- Ensures that the organization’s coaching program is cost-effective and well-managed
- Promotes the value and rationale for coaching organization-wide
- Others _____

Client

- Provides self assessment input and supports gathering input from others
- Works with the coach to formulate a coaching contract and development plan, including objectives, success indicators, etc.
- Actively participates in coaching sessions, including individual work between sessions
- Ensures that s/he explicitly understands the expected behavioral outcomes
- Remains in close communication with manager about progress of coaching
- Provides ongoing feedback to the coach about his/her coaching
- Others _____

Coach

- Provides a safe environment in which the client can explore and develop new skills and behaviors, and gain new insights
- Keeps coaching content confidential
- Solicits feedback from the manager and others as appropriate
- Works with the client to formulate development and coaching plans
- Encourages feedback on his/her coaching from client and manager
- Others _____