

WHOLE SYSTEMS COACHING:

A Business Model for Developing Leaders

CoachWorks®
International
The LEGACY Leader Company

Leaders must be students of leadership and learn in place. A coached development program provides a process for new learning, behavior change platforms and in-the-moment leadership application. Learning happens by a combination of instruction, coaching, application experiences, then repetition with coach support to insure sustained results. Coaching also helps new leaders confront surprises and crises, and be prepared to master them. Leader development through coaching sets the stage for successful leader tenure, and does not take time away from the job.

Strategic Planning

Consulting and Contracting

- Program design**
Scope and nature of leadership needs
- Program Planning**
 - Growing 1 leader
 - Growing leader and team
 - Growing organizational culture
- Sponsor Accountabilities**
- Key Players** (identification, engagement)
- ROI Measurement** (establish outcomes, benchmarks)
- The Proposal and Contract**
- The Commitment**

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Pre-Coaching Assessments and Planning

- Benchmarks**
 - LLCI (360 Feedback)
 - Winslow Personality Profile
 - Informal Interviews (Boss, etc.)
- Shadow Coaching and Feedback**
- Leader Development Plan**
- Coaching Plan** (frequency, direction, etc.)
- Meeting with Boss**
 - Feedback Debriefing
 - Coaching Boss /Leader
 - Agreements and commitments

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Execution

Coaching

- One-to-one Coaching**
 - In person
 - Telephone
- Shadow Coaching**
 - Daily leadership routine
 - Public events
 - Team events
- Team Coaching**
 - Environment of Trust
 - Collaboration Model
 - Facilitation

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Training and Development

- Single Leader Training**
- Team Training**
- Organizational Training**

Resources

- Legacy Leadership®
- Leadership at the Peak®
- One Page Business Plan®
- Action Learning Plans
- Getting Things Done™
- Student of Leadership Reading, Studying
- Targeted Training Events (Team, Organizational)

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Periodic Calibration

- Benchmark Sessions**
- Accountability**
- Boss Meetings**
- Shadow Coaching Calibration**
- Quarterly Reviews**
 - With leader and boss
 - Recontracting
- Alignment of Performance Standards and Reviews**
- Coach feedback**
- Re-calibration to development plans**
- Interview, interactions with boards, etc.**

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Results

Observe dramatic changes with a coaching model based on sound business practices, competencies, and behaviors.

Post Coaching Assessment and Measuring Results

- Reassessment for measurement**
 - LLCI (360 feedback)
 - Boss and Team Interviews
- Future projection, career plans**
- Final Debrief**
- Final Written Report** (compiled by coach and coachee outlining results)
- Final Review with sponsor, key players and boss/bosses**

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ROI Evaluation

- Formal Compilation of ROI data by outside source in cooperation with coach**
- Extensive analysis resulting in published report**

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