

# LASER COACHING

## OVERVIEW

This process has been designed to support the growth and development of any leader or individual contributor on your team. This process provides an unparalleled snapshot of where leaders can best focus their efforts and improve overall effectiveness. Often, even in cultures where feedback is highly encouraged and sought after, the insights and nuance provided by working with a professional coach far exceed anything an individual can gather for his or herself.

- Provides highly credible, clear and actionable feedback to the Leader (Coachee)
- Coaching from a deeply experienced professional
- Creation of an actionable development plan that is discussed and agreed to with the Coachee's Manager

## WHAT'S INCLUDED

- Three Months of Weekly One-on-One Coaching Support Sessions – Ongoing throughout the engagement
- A Proprietary 360 Assessment
- Coaching Feedback Review and Delivery
- Narrowing of Coaching Themes and Post Feedback Development Planning
- Customized Actionable Development Plan
- Development Plan Review and Coaching Transition with Coach/Coachee/Manager

### Coaching Kickoff Discussion

This meeting is intended for Coach and Coachee to begin to build their rapport. The process steps are outlined and agreed upon so that everyone clear and comfortable on how they will work together. The Coach and Coachee will agree on expected outcomes, how their manager will be involved and confirm the level of confidentiality that will be maintained throughout the engagement.

Together they will identify the initial focus of the coaching work and answer any questions the Coachee may have. They will also begin to identify likely participants for the 360 Assessment.

### A Proprietary 360 Assessment

We will gather anonymous feedback with 6-12 key team members with a combination of four phone interviews and use of our online assessment tool for everyone else to help the Coach to understand the issues at hand for the Coachee.



- Interview participants are typically: Coachee's manager, team members as well as key internal peers and customers. They need to be people who are most important to the Coachee's success and who have varied views into their work (and ideally a broad mix of working styles).
- The second group of feedback participants are other key constituents that the Coachee interacts with but are less central to their success (more distant team members, internal customers, manager's peers, etc.) This group will receive an online link to provide feedback on the same questions that are asked verbally. This allows us to gather a broad swath of feedback without using days of coaching time.
- The pool of potential feedback providers is driven primarily by the Coachee and Coach with input from the Coachee's manager (and also their HRBP if appropriate). The Coach and Coachee will select the final list with these recommendations in mind, as it is critical that the Coachee feels "they own the list" and feel the participants are fairly selected.

### **Coaching Feedback Review**

Having a highly-experienced professional deliver the feedback makes it far more likely that it is fully heard, internalized. Ultimately what matters most and helps to create change is that the Coachee chooses to act on their feedback, not simply say that they heard it but commit to taking the steps to make it happen.

- Coach and Coachee will meet to review the feedback trends and specifics that were gathered from the 360 Assessment. The Coach will help the Coachee work through any reactions or defensiveness they may have and answer all questions.
- Together they will identify the most significant 2 or 3 themes from the feedback and begin to create an Development Plan.

### **Post Feedback Development Planning**

With assistance from the Coach, the Coachee will develop an Development Plan based on the core themes from their feedback. This plan will form the basis for the Coachee to measure weekly progress based on self-assessment, the Coaches feedback and coaching from other key constituents.

Sharing the Themes – We recommend that the Coachee share their core development themes and focus with those close to them (their Manager, Talent Partner, teammates, peers, etc.). This allows the Coachee to take control of their own development, by sharing the high-level themes of the feedback, put a stake in the ground around their development commitments and to request ongoing feedback from those around them.

### **Coaching Hand-Off Discussion Coach/Coachee/Manager**

This three-way conversation will allow the Coachee and Coach to bring the manager into the process, answer their questions and help them understand their role in the Coachee's development plan.

This hand-off with transition the Coach out of the engagement.



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