# Longer-term Coaching Engagements

LOEB LEADERSHIP DEVELOPMENT GROUP

A Division of Loeb Consulting Group, LLC

## Longer-term Coaching Engagements

Loeb Leadership offers three long-term coaching engagements:

- 3-month
- 6-month
- 12-month

Unlike with laser coaching, which is designed to address short-term opportunities, longer-term coaching provides ample time for the coach and coachee to tackle richer, more complex opportunities.

In addition, longer-term coaching engagements allow more time for check-ins with the internal sponsor and typically offer a formal closing workshop.

## How a Coaching Engagement Works

When a leader decides to enter into a coaching engagement, Loeb Leadership will submit several coach bios to the coachee for review. The bios are selected from Loeb Leadership's coaching team and represent the coaches we feel would be the best fit. The coachee reviews the bios and selects one or two coaches to interview via phone. The purpose of the interview is to give both the coach and the coachee an opportunity to meet, learn about individual styles and determine whether the partnership would work. Upon completion of the interviews, the coachee selects a coach.

Once a coach is selected, Loeb Leadership formally connects the coach with the coachee, and then the coach and coachee work together to define the logistics (kick-off meeting, meeting frequency, etc.). Loeb Leadership provides the sponsor (a client's HR leader who oversees the engagement) with a progress report to ensure the engagement moves along as expected.

A more detailed description of a typical coaching engagement is provided below.

Although the length, structure and goals of the coaching engagement are each customized to the coachee, a typical coaching engagement includes:

- Conversations with the leader and sponsor prior to the start of the coaching engagement to set the coaching engagement up for success.
- Pre-coaching data gathering through a coaching survey prior to the first coaching session.
- Initial contracting and information gathering: the coach and coachee work to understand shared expectations, coaching goals and agreements.
- An alignment meeting with the coachee's manager to seek feedback on established coaching goals. Coaching goals are refined as necessary.

- Assessment and feedback: the coach uses a validated assessment tool and an interview-based qualitative 360 review process with 6-8 stakeholders to gather data about the coaching client, and then delivers the feedback to the coachee in the spirit of growth and development.
- Development planning and implementation: the coach and coachee move from interpretations about data to enhancing specific behaviors and building a leadership development plan. The coachee might meet with his/her manager/sponsor to discuss the development plan. Necessary adjustments are made to the original coaching goals.
- Coaching sessions continue for the coachee to share how he/she is owning and practicing new behaviors and implementing the development plan. Discussions center around what is working, what is not working and what adjustments still need to be made. The coachee takes leadership of the purpose for each coaching session and how the coach can hold him/her accountable for the next session.
- Mid-point feedback is collected from the coaching client giving the coach the opportunity to model “seeking feedback” and to see how the coachee delivers feedback. In addition, the coach receives valuable feedback on how to make any necessary revisions to the coaching engagement from the coaching client’s perspective.
- Coaching closure and follow-up: all parties review progress towards coaching goal, growth attained, and lessons learned by the coaching client. Strategies for continued support and development and recommendations for next steps are provided to the coaching client.