**Executive Coaching and Contracting**

The Process of Coaching

**Preparation:**

* The manager identifies the coaching need and discusses options with Human Resources.
* Coaching requirements are determined and a request is made for coaching to commence.
* After contracting is agreed, the Manager meets with executive participant to set expectations for the coaching experience.
* The Manager, participant and coach then hold joint meeting to contract on coaching expectations and the coaching process.
* The coaching contract is agreed on by coach, participant, and manager.
* Following this, the coaching commences.

**Check-in:** Informal check-ins with the manager are provided while maintaining the confidentiality of the participant. Meetings occur with the participant’s manager, on a regular basis, either individually or with the participant, to help support the manager in his/her own coaching of the participant. The evaluation of the coaching process may be submitted in a monthly report explaining the progress, action plans, and obstacles.

**Closure:** At the closure of a coaching process and report is given, including the measures of success agreed to at the onset of the engagement and current outcomes, with recommendations for any further actions that may be beneficial to both the participant and the company.

Contracting

The executive, the leader (manager), HR and the coach reach an agreement on confidentiality, desired outcomes and measurement.   Upfront contracting outlines key duties and responsibilities of all involved in the engagement. More specifically the following occurs during this phase:

* The coach drafts a letter of agreement for the engagement, indicating the scope of work and financial terms of the assignment.
* The assessment process is determined and tools chosen.
* Agreement is reached between the executive being coached, his/her leader, HR and the coach regarding:
	+ The roles and responsibilities of each party
	+ The desired business impact from the coaching
	+ The developmental goals for the executive
	+ The frequency and length of meetings
	+ How and how often progress will be measured
	+ Expectations around reporting and confidentiality
	+ The start and end date for the coaching
	+ The process for wrapping up and evaluating the success of the coaching.

Some items, such as the developmental goals, may be modified during the coaching process as the need arises.

A separate coaching contract is presented to each participant

Assessment

The coach determines the magnitude of the gap between the current and desired level of performance, and the client’s overall pattern of strengths and weaknesses. At this time, an assessment of the executive’s “coachability” is also conducted, to help determine whether or not the project can be successful and worthwhile for all parties involved.

360° interviews may be carried out to help the coach to understand behaviours that may have a long history.  Interviewing or surveying the executive’s leaders, peers and subordinates can also help the change process by giving notice to the raters that the executive is undergoing development and helps secure their support of the initiative

Assessment Tools
I am licensed to work with Extended DISC®. This model provides a clear framework to identify behaviour type and to make conscious decisions about how to adjust behaviour while communicating with others. Extended DISC® guides respondents to modify their behaviour by providing them with specific, actionable information about their strengths, development areas, motivators, and de-motivators. Other psychometric testing tools, suitable for coaching, may be used (I do not conduct formal psychological evaluations for diagnostic purposes; this is the work of a chartered psychologist).

Feedback and Action Plan
This stage involves the coach reviewing all relevant data with the executive (assessments tools, 360° surveys and interviews) and then working with the executive and the his/her leader to create a developmental action plan, which leverages strengths and addresses the executive’s developmental opportunities.

The feedback of the data from the assessment may require more than one session between coach and executive as there may be a great deal of information contained in the feedback and the executive should be given sufficient  time to absorb and reflect upon any surprises contained therein.

With the initial goals and ground rules for the coaching set, a developmental action plan is created to guide the coaching process and support progress monitoring. Depending on confidentiality rules laid out during contracting, this report may be shared with the leader and/or HR after initial approval from the executive.

Coaching

The regularly scheduled developmental sessions make up the Coaching stage of the process.  These meetings between coach and executive typically occur 2 to 4 times per month over the course of 3 to 12 months, depending on the nature of the assignment.   These sessions should be predominantly face-to-face.  However, depending on schedules and location, supplementary communications by phone, skype video and email may also occur.

Coaching may include the following themes and practices: brainstorming ideas for improvement, role-playing, problem solving, change management, conflict resolution, relationship and communication skills, solutions-focused coaching, goal setting, focus and engagement enhancement, visioning, creative thinking, shadowing meetings and presentations, strategies for building support, confidence building, self-management, anxiety and stress management, psychometric assessment and processing, enhancing personal potential, leadership skills, presentation skills and team building.

Closure and Evaluation

 In this stage, the executive, the coach and HR meet with the leader to evaluate developmental accomplishments against agreed upon objectives.   Although the content of the coaching sessions remain confidential, the developmental action plan and key progress is discussed.

This debrief highlights how effectively goals were achieved, what the executive is now doing differently and the business impact from these changes.  A developmental plan for sustaining gains is discussed, with clear implementation actions identified and support systems to ensure on-going success identified and established.

Follow-up

Three months after completion of the program, the coach and executive meet to discuss the executive’s status, questions, and suggested next steps.

Ethics:I abide by the Ethics of the ICF (International Coaching Federation) and the BPS (British Psychological Society). The ethics codes are included with both the company and individual participant contract.

Confidentiality: Confidentiality is essential and will be clearly defined and outlined in the first meeting with the company representative and with each participant, and presented in writing.

Training and Qualification

I am a qualified psychologist (BSc Psc (hons) MBPsS) and have completed ICF accredited training courses in Life Coaching (Rivas Palmer 2004) and Executive performance development and transformational coaching (The Performance Solution 2016/2017).

I am certified to work with Extended DISC psychometric testing.

Clients

Clients for performance development coaching and psychological wellness coaching include adults and teenagers (private and confidential clients), Sotogrande International School (Spain), Laude College San Pedro (Spain), The Gibraltar Youth Club (Gibraltar), BETFAIR (Gibraltar), The Coaching Academy (Spain), Cortijo Care Psychological Wellness and Rehabilitation Clinic (Spain), Les Roches University (Spain).

Background:

My career path has been varied and interesting, with an international private client base, bringing a heighted sensitivity to an individual’s culture and experience in supporting cultural integration. Much of my work has been in the field of mental health, specifically working with individuals with anxiety related issued, and running creative coaching workshops at in-patient clinics (Centro Medico Hallin and Cortijo Care). Performance development has been predominantly the focus of my work as a teenage intervention specialist in schools (Sotogrande International, Laude San Pedro, The Coaching Academy and The Gibraltar Youth Club), and with young sports professionals. My experience of executive coaching has been on a private basis or contracted work with individuals by a company for the purposes of performance development, anxiety management and relocation.

I have found that listening to people and showing them they are understood and accepted, working on their strengths, teaching anxiety management support and relaxation techniques, while striving for a sense of purpose, peace, freedom and happiness is at the heart of what most people want. Cultivating the awareness, courage and behaviour to achieve this is at the essence of what I offer, and from this, everything else blooms.

I am fully insured to practice in Gibraltar and Spain. My business is registered in Gibraltar, and all required documents will be made available at your request.

Thank you,

Antonia Behan

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