



Coaching for Personal Change

The cascading effects of Coaching for Personal Change expand further than just to the individual.

• Benefits to the individual

The participant changes behaviors and acquires new skills through one-on-one professional, third party coaching, mentoring, and counseling in a “psychologically safe” setting.

• Benefits to the team

The participant’s productivity, working relationships, and teamwork are improved.

• Benefits to the organization

The organization retains valuable leadership talent who might otherwise derail.

Purpose and benefits

Coaching for Personal Change (CPC) is a developmental program designed especially for valued leaders who are encountering interpersonal, behavioral, cultural, or skill issues that are hindering their professional effectiveness, on-the-job performance, or career opportunities. While focusing on improving these counterproductive tendencies, this program also leverages the talent and preserves the motivation that brought these managers to their current level of success.

Based on Turknett’s Executive Development Program, CPC is more intensive and requires more direct involvement of the participant’s manager or governing board. The program is customized to the situation and needs of the individual, but typically consists of ten 1½ hour confidential sessions with a Turknett senior leadership consultant (Ph.D. business psychologist) over an 8-10 month period. The process includes customized assessments, feedback, coaching, and observations. On-site visits to observe meetings or work environment can also be included.

Overall Goals for the Participant

Coaching for Personal Change helps leaders:

- Gain new insights about their management style, interpersonal skills, leadership competencies, and their overall impact in the organization
- Identify and change ineffective and inappropriate behaviors, including “blind spots” that are apparent from the assessment data
- Develop new, more effective leadership capabilities
- Improve overall performance
- Enhance career prospects
- Rebuild working relationships across the organization

Overall Benefits

- The organization retains valuable leadership talent who might otherwise derail.
- The participant becomes aware of “blind spots” and the dysfunctional effects of ineffective/inappropriate behavior and skills.
- The participant changes behaviors and acquires new skills through one-on-one professional, third party coaching, mentoring, and counseling in a non-threatening and objective setting.
- The participant’s productivity, working relationships, and teamwork are improved.
- The participant learns new employee development techniques, including effective coaching skills.
- The organization demonstrates support for valued employees by investing in their development.

Program Components

Pre-Coaching Clarification and Collaboration

- Pre-Coaching Clarification and Collaboration
- Background information and goal setting – consultant with participant’s manager and HR professional or governing board as appropriate



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- Agenda setting (optional) – consultant, participant, and participant’s manager, and HR professional as appropriate
- Introductory session – consultant and participant; includes overview of program and assessments and establishment of coaching relationship
- Interim progress reviews with electronic support feature; final measurement with a follow-up 360°

Data Gathering

- Typically includes interview of the participant’s manager or governing board and HR professional
- Battery of reliable, valid psychological instruments and leadership inventories (all assessments include normative data)
- Web-based 360° Coworker Survey, including both quantitative and qualitative feedback, and involving the participant’s manager, peers, and direct reports

Analysis & Action Planning

- Consultant creates profiles for participant based on data gathering that highlights strengths to leverage and specific areas needing development/change
- Consultant reviews profile with participant and sets priorities for change (as they relate to his/her current and projected responsibilities, with primary emphasis on the leadership role)
- All parties reach consensus on priorities: consultant, participant and participant’s manager
- Consultant and participant design action plan focused on specific behavioral changes, the means to achieve them, and the measurement of results

Coaching

- Focused, one-on-one sessions with Ph.D. level consultant approximately three weeks apart
- Unlimited phone consultation to assure timely availability of assistance as needed to deal with on-the-job issues and problems
- Content based on real examples of on-the-job situations and behavior(s)
- An array of assignments and reading materials designed to guide skill acquisition and behavioral changes and to reinforce gains made in coaching sessions

Reinforcement and Action Planning

- Participant and consultant design a detailed development plan, with emphasis on specific ways he/she will sustain gains made during the coaching process
- Review meeting with the participant’s manager regarding progress to date, ongoing development plan, and planned follow-ups
- Check-up on progress 3-4 months after final session
- Measurable results – A follow-up 360° assessment will be administered online 3 to 6 months after the last session to objectively measure improvement in the areas targeted for development. An additional session may be added to deliver the feedback and continue work towards individual goals.