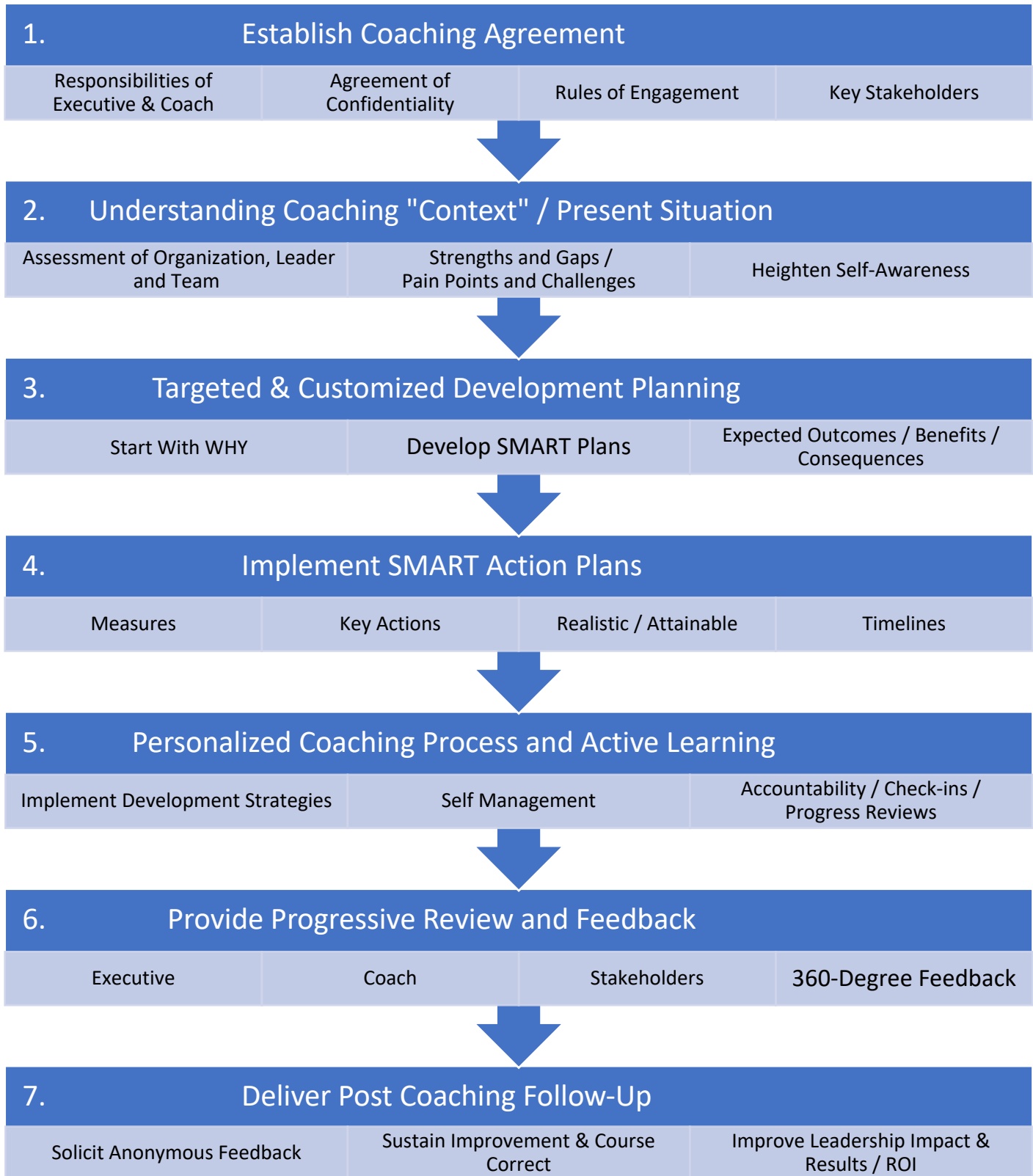


7-Step Executive Coaching Model by CTR



Executive Coaching Agreement (SAMPLE)

Executive's Commitments

- Explore changes in your own Vision, Values and Behaviors.
- Maintain an open mind and be willing to change your mind when appropriate.
- Focus on the greater good.
- Examine how your own behaviors and actions affect your department / the team you lead / other departments / your colleagues / the company at large.
- During the coaching process, take responsibility for your actions and remain aware of the impact of your behavioral changes on others and the organization as a whole.
- Maintain an open attitude toward experimenting with new perspectives and behaviors.
- Be vulnerable and take reasonable risks.
- Accept the credit and blame when they are yours.
- Admit your strengths and weaknesses to be able to deal with them effectively.
- Focus on your growth within the context of your current and future organizational role.
- Apply learning gained through coaching to your day-to-day work and relationships.
- Collaborate with and listen to your stakeholders to become aware of how others perceive your needs for change and development.
- Be honest about your own priorities for coaching.
- Seek feedback from others in the organization about the results of your efforts.
- Clarify specifically what you will need to do so that others perceive you as achieving your goals.
- Make decisions by balancing hard data with intuition.
- Monitor your own results and communicate with coaching stakeholders about your accomplishments and the gaps that still exist.
- Provide honest and direct feedback to your coach. (Tell me when you cannot be.)
- Communicate how you prefer to be coached. Offer tips on your learning and communication style.
- Invest time in the coaching and in on-the-job efforts to achieve the goals. Commit adequate time between coaching sessions to work on the results.
- Understand that YOU are responsible for YOUR results. Success is directly related to your commitment and the effort you make.
- WEEKLY video calls and coaching check-ins for first month; with 2-3 video calls per month thereafter.
- Agree to ZERO CANCELLATION POLICY.

Executive Coaching Agreement (SAMPLE)

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Coach's Commitments

- Maintain coaching focus on the executive's goals. Push the executive and her organization to be specific about desired accomplishments / changes and how results will be measured.
- Facilitate collaboration between executive and stakeholders to identify and agree upon coaching goals.
- Prepare relevant action items for all coaching meetings. Structure each coaching session with a results-driven agenda, following up on previous meetings and the actions taken between sessions.
- Role-model effective leadership practices. Apply adult learning principles during coaching.
- Offer truthful and relevant feedback in a clear, candid, respectful and direct manner.
- Create an environment that supports trust, collaboration, exploration and change.
- Develop and adhere to a set of professional guidelines, especially in the areas of confidentiality, conflict of interest and expertise.
- Abide by the organization's existing values, ethical practices, confidentiality and proprietary agreements, business practices and Human Resources policies.
- Honor the relationships established with both the executive and the organization.
- With the executive, plan for organizational requests for information about her and her coaching progress, including status updates, feedback data, and input for reviews. Facilitate communication between the executive and the organization about what the executive is working on, her progress, and her support needs.
- Continually check in with the executive to update coaching goals based on changes in her role, the business environment, and priorities.
- Focus coaching sessions on specific issues and action items that contribute to the coaching goals.
- Help the executive distinguish between high- and low-leverage changes. Encourage commitment to the highest-leverage actions to achieve results.
- Return emails and calls from executive within one (1) business day.
- Agree to ZERO CANCELLATION POLICY.

Coach's Commitments Summary

- I will help you set, clarify and maintain focus on your goals.
- I will hold you accountable for what you say you are going to do.
- I will help you establish your own solutions and strategies with specific actions and SMART plans.
- I will encourage, support, and believe in you, even when you do not.
- I will challenge you and help you recognize when and where you may be holding yourself back.
- Together, we raise your self-awareness.

Envision Your Retirement Party – **TODAY** (CURRENT STATE)

What will their “Toast” to You be like? What will they remember most about you? What is the Legacy you are leaving behind? What Impact have you made on the company and people’s lives?




VALUE 1:

My Colleagues:



Value 1

- How do you want your Colleagues to FEEL?

- 
- What will you DO to help them feel this way (BEHAVIORS)?

My Direct Reports



Value 1

- How do you want your Direct Reports to FEEL?

- 
- What will you DO to help them feel this way (BEHAVIORS)?

Thought Starters to Determine Primary Coaching Goals

Our Executive Coaching Relationship.

1. What are your expectations from our coaching relationship?
2. What are the three biggest changes you would like to make in your career?
 - 1.
 - 2.
 - 3.
3. List three goals you would like to achieve in the next three months. (attached form)
4. If you could change one thing in your job right now what would it be?

Rate the following questions on a scale of 1 – 10.

- How willing are you to do what it takes to change your situation?
- How close/far does success seem to you, in your current career situation?
- How would you rate your effectiveness as a senior leader in the company?
- How would you rate your effectiveness in leading your team and direct reports?
- How would you rate your overall job satisfaction?
- What would you say are your greatest strengths? Accomplishments?
- In one sentence, how would you describe your previous year, professionally?

Primary Coaching Goals - Deep Dive Preparation

Great Goals are:

- Outcome focused.
- In line with your values.
- In line with the company's culture, values and objectives.
- Stated in the positive.

SMART:

- **S**pecific (so you know exactly what you're striving to achieve)
- **M**easurable (so you know when you've achieved it)
- **A**ction-Oriented (so you can DO something about it)
- **R**ealistic (so it is achievable)
- **T**ime-Bound (has a deadline)

Focusing on the Outcomes:

1. What is it that you really, REALLY want? Dig deep...
2. What is the SPECIFIC Outcome you are looking for?
3. What is the PAIN for you of NOT achieving your Goal?

Aligning with Your Values:

4. Is this Goal in line with your Career Vision / Overall Career Plan?
5. Is this Goal in line with your Values?
6. Are the Goals something YOU truly want and are willing to commit the time and effort to achieve?
7. When you think about your Goal does it give you a deep contentment or 'rightness' and/or excitement?
8. How does the Goal fit into your Career role? (Time / effort / commitments / who else might be impacted?)

Aligning with the Company's Culture, Values and Objectives:

9. Is this Goal in line with the Company's Culture and Values?
10. Does this Goal align with a company objective?
11. How does the Goal impact the company and others in the company? (Time / effort / commitments / who else might be impacted?)

Primary Coaching Goals Deep Dive

SPECIFIC GOAL 1:

What and How would you like things to be different?

WHY is this Goal Important to You?

List all the BENEFITS here (of achieving your Goal). WHY is this Goal Important for Others?

What is the BIG Benefit of achieving the Goal for YOU? For Others?

What is the PAIN?

How will it be Measured?

KEY ACTIONS		TARGET COMPLETION DATE
1.		
2.		
3.		
4.		
5.		

Primary Coaching Goals Deep Dive – Goal 1

Page 2

RESOURCES YOU HAVE	RESOURCES YOU NEED

Answer the following 5 questions below. Identify at least 3 answers for each question to move you closer to your goal above.

1. What could you **STOP** doing?

2. What could you do **LESS** of?

3. What could you do **MORE** of?

4. What could you **CONTINUE** doing?

5. What could you **START** doing?

IMPACT / RESULTS

I'll know I have succeeded when (describe IMPACT to you and the company)?
