

**EXECUTIVE
AND LEADERSHIP
COACHING
PROGRAM PROCESS**



This leadership development model is based on a time-tested method of executive coaching developed by Marc Michaelson and John Anderson, leading authorities on leadership learning through blended solutions.

This straightforward and highly effective process consistently delivers successful results across large populations of leaders in a broad spectrum of professions.

The focus of The Glowan Coaching Model is behavioral change. By identifying specific behaviors to improve and choosing concrete methods of change, the process supports positive and measurable behavior improvement.

The Glowan Coaching Process consists of the following steps that are typically carried out over the course of one year.

Step 1 – Establish Leader Buy-In

Leaders are more responsive when they set their own goals. During this step, the coach guides the leader through the process of defining the characteristics and qualities that are important for a leader in his/her position as well as the importance of improving, both for them as well as for the organization.

Direct manager buy-in is also essential. In this initial phase and throughout the engagement, the leaders' direct manager is involved in the process via regular updates from the coach and open communications regarding successes and areas for improvement throughout the coaching period.

Step 2 – Identify Assessments and Enroll Assessment Contributors

In the case that the leader does not have a current leadership assessment, the coach involves the leader in identifying a robust set of contributors for the assessment. It is important that the leader is involved so that he accepts the results as valid and will not be likely to dismiss or discredit the feedback.

When possible the 360 feedback is conducted via live interviews. Our methodology is built on our IPA Continuum[™] model of improvement. The data collected determines intervention, prevention, and advancement actions.

Step 2- Continued

Frequently, leaders are “stuck” in the intervention phase and seldom get to “Prevention” and almost never to “Advancement”. As assessments are completed and analyzed, the coaching team determines where the leader is spending the majority of their time and negotiates goals for behavioral change. It is important to understand how much of the “Intervention” (crisis management) behavior is a result of the leader’s behaviors as well as the organizational influences that may drive those behaviors.

Step 3 – Implement & Review Assessment

This step involves conducting the assessment in a timely manner, compiling a report of the data collected, and sharing, in person, with the leader. If necessary, the coach can also conduct interviews with selected stakeholders to provide additional input.

Step 4 – Determine Key Behavior(s) & Stakeholders

Using the leadership assessment report(s), the coach guides the leader to determine which 1-3 behavior(s) should be the focus of the coaching engagement and which assessment contributors should be his key stakeholders — individuals who are committed to the leader’s development and willing to participate in dialog and provide feedback to the leader during the coaching engagement. Once the leader has identified behavior(s) and stakeholders, that information is validated with the leader’s manager.

Step 5 – Collect Feedback and Key Actions Forward (KAF’s)

This step requires two types of activities. The first activity is enrolling the key stakeholders. The second activity is collecting suggestions on how to improve the selected behavior in the future from the key stakeholders. Research on the value of this step is very clear. When successful people identify and articulate goals, announce these goals to others and involve their colleagues in helping them improve, positive and measurable change is much more likely to occur.

Step 6 – Develop Personal Action Plan

Once the stakeholders begin to provide information for moving forward, they become the true “performance improvement partners”. This step involves the coach and leader developing an action plan with specific and measurable behaviors based on the suggestions of the stakeholders. On a monthly basis, depending on feedback, the action plan will be revisited and revised according to the leader’s progress. The action plan will also contain commitments to key learning sessions on topics relevant to new behaviors and leadership development.

Step 7 – Facilitate Follow-up

This step occurs iteratively with Steps 5 and 6. In the leader’s conversations with stakeholders, he will ask for feedback on his performance over the last month and then ask for improvement suggestions. Depending on the stakeholders’ suggestions, the coach works with the leader to adjust the action plan regularly.

Step 8 – Review Results

In addition to the informal follow-up conversations (leader-stakeholder, leader-coach, coach-stakeholder), more formal methods of assessing progress such as mini-surveys are also used in the process at the mid and endpoints of the coaching engagement. These mini-surveys are designed to assess the stakeholders’ perceptions of the leader’s improvement in his selected behavior(s) only during the coaching period.

After the final assessment at the end of the coaching engagement, the coach and leader determine how the leader can continue to apply the steps of the process without a coach as they identify new behaviors.

