



What is Coaching?

Coaching is fundamentally a business proposition. On one hand, its purpose is to produce learning, behavioral change, and growth for you and for the economic benefit of your employer. On the other hand, I am deeply committed to helping you lead a better life. We need room to work on both.

Coaching is optional. It's not at all effective to force someone to participate in coaching. You must be ready to do the hard work of bringing about the desired or required internal and external change.

Coaches work for the client. Your interests trump those of your supervisor or company- regardless of whom is paying the bill. In some cases managers may have input on the expected outcomes, but they cannot control the process or determine how their reports define success. Even if a goal would ultimately move you out of the company, I support that change, ultimately because it benefits both you and the company.

Coaching is grounded in business objectives. It is important that coaching goals include the "what" of business improvement (for example, project success) as well as the "how" of behavior changes (such as stakeholder alignment). Coaching in a business environment should be guided by business needs, and grounded in the work that is on your desk---that is, the real work of your job.

Coaching is focused on the soft skills. The business issues-such as organization, strategy, measurement targets, processes and road maps-represents the starting material of coaching. Ultimate success lies in the more difficult work of shoring up, mitigating or leveraging soft skills-including the ability to assign the right people to the right roles, gain commitment to a strategy, develop strong relationships, communicate effectively, manage up and delegate. Better soft stuff will lead to the right hard stuff.

Coaches aren't (always) nice. When you hire a coach, you are taking the first step toward making change. But because people like the idea of change better than the reality, the coach helps bring in accountability. Clients will often say in the same breath how difficult and how beneficial coaching has been for them. Good coaching sessions are simultaneously stimulating and exhausting.

I look forward to working with you to identify and achieve the goals that will lead you toward a vision that is fulfilling for you, both personally and professionally.