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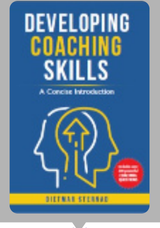
Chapter 3: THE COACHING PROCESS



Defining the purpose of the coaching intervention

- Topic/issues that the coachee wants to explore
- Key stakeholders and their expectations
- Roles of coach, coachee, stakeholders
- Links to the wider organizational context
- Introductory meeting

Building the relationship with the organization

- Contract
- Goal alignment organization - coachee
- Organizational context

Phases in a coaching process

1. Defining the purpose of the coaching intervention
2. Building the relationship with the organization
3. Building the relationship with the coachee
4. Gathering and analyzing data
5. Coaching sessions
6. Progress reviews (follow-ups)
7. Reflection and evaluation of the coaching process

Building the relationship with the coachee

- Inform about CV/qualifications of coach
- Compatibility of coaching style
- **Building trust**
  - Being open and honest
  - Confidentiality
  - Managing mutual expectations
  - Keeping commitments
  - Showing care for the coachee and their interests
  - Encouraging the coachee

Gathering and analyzing data

- Analyze strengths and development needs, develop insight
- **GAPS factors** (goals and values, abilities and strengths, perception of others, success factors)
- Questionnaires, personality/values/strengths inventories, 360-degree feedback, interviews with stakeholders

Coaching sessions

- Reconnecting
- Progress review / follow-up
- Setting the agenda (goal for the session)
- Goal-oriented coaching conversation
- Setting up accountability

Progress review (follow-up)

- Coach as an accountability partner
- Facilitate the coachee´s learning process
- Recognizing progress and success

Reflection and evaluation

- Quick check reflection
- Evaluation meeting
- Self-reflection
- Coaching supervision