



## Coaching Philosophy

Coaching is the most individually tailored practice in talent development, involving a close relationship between the coach and the person(s) being coached. The International Coach Federation defines coaching as “a professional partnership between a qualified coach and an individual or team that supports the achievement of extraordinary results, based on goals set by the individual or team. Through the process of coaching, individuals focus on the skills and actions needed to successfully produce their personally relevant results.”

Invista Performance Solutions recruits and maintains a pool of talented professional coaches with a variety of backgrounds and experiences. To ensure best fit, we will work with your organization and the coachee to select the professional coach. A range of criteria is considered including: the coaching program goals, the coach’s business background, certification level, coaching style and personality fit, as well as your organization’s specifications. The ultimate goal is to find a coach with whom the coachee can build a long-term trusting relationship focused on personal and professional development.

Our coaching programs are fully integrated into the management structure and departmental goals of our clients. To set up a coaching program, IPS works with the individual(s) being coached and their manager to identify specific objectives for the coaching. Each coaching session is private and all discussions are held in confidence. Because our coaches are external to your organization, they are able to remain unbiased and can focus wholly on the coachee’s success. Top management support is vital to the success of a coaching program. This includes manager input and direction in the coaching objectives, funding of the program, and permission for time away from the job for the coachee to meet with and form a relationship with their coach.

The first step in the coaching process is the development of a written coaching plan. Coaching plans serve two purposes: they create a foundation for consistent coaching efforts across the development cycle, and ensure that the coaching activities are supporting the coachee’s development goals. The coaching plan outlines the responsibilities of both the coachee and the coach as well as a timeline for the coaching program.

We recommend a tailored coaching program including coaching meetings of 90-minutes to 2-hours twice a month for 6- to 9-months. This time period allows for the fundamental behavioral changes that individuals seeking coaching are looking to achieve. Our coaches can utilize a variety of tools to help the coachee focus on mutable behaviors and growth areas. These tools are selected based on the coachee’s specific development needs and may include:

- DiSC - a personal assessment tool used to improve work productivity, teamwork and communication.
- EQi - renders an overall Emotional Intelligence (EQ) score based on the most comprehensive theory of emotional intelligence to date
- MBTI® – a personality inventory is to make the theory of psychological types described by C. G. Jung understandable and useful in people's lives
- SocialSTYLES®- a survey that identifies an individual’s preferred way of acting, thinking and making decisions
- CPI 260 Assessments – a leadership development and selection tools that help individuals and leaders improve their performance built on 50-plus years of exceptional history, validity, and reliability

## Coaching Models

Our coaches use various models during the coaching process depending upon the coachee’s goals and preferences. Below are three of the most commonly used models.

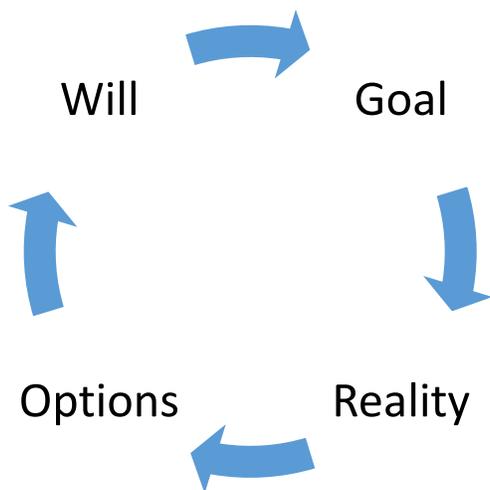
### **Motivational Interviewing:**

Motivational interviewing is non-judgmental, non-confrontational and non-adversarial approach. The guiding factor in motivational interviewing is examining and resolving ambivalence. The coach directly pursues this goal in

Motivational Interviewing by asking questions and acting as a soundboard for the coachee to resolve their own conflict and bring about change. Motivational Interviewing is shaped by a guiding philosophy and understanding of what triggers change. Its guiding principles are:

- **Expressing empathy:** coaches share with clients their understanding of the clients' perspective.
- **Developing discrepancy:** which help clients appreciate the value of change by exploring the discrepancy between how clients want their lives to be vs. how they currently are (or between their deeply-held values and their day-to-day behavior).
- **Rolling with resistance:** clients accept reluctance to change as natural rather than pathological.
- **Supporting self-efficacy:** clients explicitly embrace autonomy (even when clients choose to not change) and help clients move toward change successfully and with confidence.

#### The GROW Model:



1. Establish the **Goal** - First, the coach and coachee need to look at the behavior that you want to change, and make sure that this is a SMART goal: one that is Specific, Measurable, Attainable, Realistic, and Time-bound.

2. Examine the Current **Reality** - Next, the coach asks the coachee to describe their current reality. This is an important step. Too often, people try to solve a problem or reach a goal without fully considering their starting point, and often they're missing some information that they need in order to reach their goal effectively.

3. Explore the **Options** - Once the coach and coachee have explored the current reality, it's time to determine what is

possible – meaning all of the possible options for reaching their objective.

4. Establish the **Will** - By examining the current reality and exploring the options, the coachee will now have a good idea of how they can achieve their goal. Finally, the coach and coachee decide on a date when to review progress. This will provide some accountability, and allow the coachee to change their approach if the original plan isn't working.

#### The FUEL Model:



1. **Frame** the conversation - Set the context for conversation by agreeing on purpose, process, and desired outcomes of the discussion.
2. **Understand** the current state - Explore the current state from the coachee's point of view, expanding his or her awareness of the situation to determine the real coaching issue.
3. **Explore** the desired state - Articulate the vision of success and explore multiple alternative paths before prioritizing methods of achieving this vision.
4. **Lay out** a success plan - Identify the specific, time-bound action steps to be taken to achieve the desired results, and determine milestones for follow-up and accountability.