



## Coaching - Stakeholder Help Guide

**InsideOut Discovery, Inc. (IOD)** wants your coaching experience to be informative and positive! For the Purpose of this document the “stakeholder” is the one requesting or looking into obtaining coaching services for an employee. This is often the client’s board of directors, manager or HR representative. The “Client” is the employee or PBC (person being coached); i.e. the one who will be working directly with the coach. As a stakeholder and the one who is recommending the client for coaching, there are some questions that you may want to take into account when considering coaching for an employee or executive:

### Is there a performance issue to be addressed?

- ✦ **If so**, is the client aware of the performance issue?
  - Does the client agree that the problem exists?
- ✦ **If not**, are you (and your HR representative, if applicable) willing to have an open and honest conversation with the client (prior to involving a coach) - that will produce **shared** development goals to work toward?
  - **Coaching is not counseling or consulting.** The coach does not tell the client what to do and how to do it. Rather, the coaching process allows the client to determine their agenda and answers. The coach uses strategic questioning and other advanced coaching methods in order to keep the client moving through the gap toward his/her ideal. Because the agenda in the coaching process belongs to the client, if there is a critical performance issue to be addressed by stakeholder, the agenda then **must be a shared** one between the client and the stakeholder. Without this congruity, coaching will not be an effective means of development. If the agenda is **shared** and agreed upon in advance (with little or no client resistance), the results from coaching can be tremendous!
  - **If consulting services are needed** to assist the client and stakeholders build a **shared development plan**, ideally this should be a separate contract or separate piece of the contract, when your coach is able to serve a dual role of coach & consultant. The distinction is purposeful because this is not a part of the coaching process which is 100% client-centered.

### Is the Client open to coaching as a development option?

- ✦ **If not**, neither party is likely to benefit from the coaching process and you may want to review other options. Feel free to call IOD if you would like to discuss these other options. **719.761.5226**

### Choosing the Best Coach for the Client

- ✦ **The ICF (International Coach Federation)** is an internationally recognized de-facto governing board for coaches. Membership/certification from ICF suggests that the coach operates by a uniform set of standards.
- ✦ **Find out if the coach attended an ICF accredited coaching school/program or does he or she hold an ICF membership or certification?**  
**ICF Certification is not compulsory**, but membership in an internationally recognized coaching organization such as the ICF should be a requirement for any (external) coach candidate. In addition, comprehensive coaching schooling (more than a couple day or week long program) and the use of a coaching process, model and skills that are in accordance with coaching competencies, as well as adherence to a clear coaching code of

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ethics are strongly recommended credentials for any coach. To find out more about the Nature and Scope of Coaching, please visit the IOD Website at [www.insideoutdiscovery.com](http://www.insideoutdiscovery.com) or the ICF website at: [www.coachfederation.org](http://www.coachfederation.org)

- ✚ **The Client, *not* the stakeholder**, should ideally interview at least 3 different coaches, in order to find a coach that is the best fit. The client owning the choice is a key component to this process and the better the fit, the better the results! Reputable coaches can and will provide you with additional coaches names or resources in order to complete this interview process.
- ✚ **Ask for a free session!** Most reputable coaches will offer a free session (in addition to an intake/get to know you session) to clients in order to "try out" their services and assess their coaching style. This is highly recommended to establish whether the coach is a good fit with the client and vice-versa.

## Confidentiality and Feedback

- ✚ **Coach's Confidentiality Guidelines and Code of Ethics:** The bond of trust between coach and client is sacred and essential to progress. IOD coaches (as well as any ICF member or certified coach) adhere to the Code of Ethics of the International Coach Federation and thus, confidentiality between client and coach is taken very seriously. What is discussed between the coach and the client will be held in the strictest confidence; this means that stakeholders can be told "how" (in general terms) the client is progressing, but not "what" the client has chosen to work on (client's agenda) or discusses in sessions. The only exception to this is in the case of legal situations which may require disclosure (E.g. If the client has intention to harm himself or others, or if a legal subpoena is issued).
- ✚ **Stakeholder Feedback:** It is typically understood that the client will be building bench strength as well as establishing a plan to reach his/her specific coaching goals. (Most often establishing leadership and management improvement goals comes as a result of Anonymous 360-degree feedback which can be conducted by the coach.) In reality, many people already know what they need to work on and a good coach will help build strengths to compensate for weaknesses and manage perceptions; since weakness fixing is not always productive or effective. In most cases, changes to the client's attitudes, behaviors and feedback from others over time are significant enough to provide evidence of the client's progress. The client will also establish measurements for success during their coaching.  
In a case of underperformance (performance coaching), a **shared development plan** can be created in addition to the clients identified coaching goals. In any case, strong two-way communication between client and his/her manager are encouraged throughout this process. Any "formal" progress reporting (to manager/HR from coach) would need to be clearly defined and would probably change the scope of the coaching agreement and pricing. If the coach is contracted to be a part of these stakeholder (manager/HR) feedback sessions, a shared methodology that both client and stakeholder agree upon would be established up front. Know that even with this methodology in place the coach is still bound by confidentiality and cannot reveal the content from the coaching sessions. This protects the level of trust and overall relationship between coach and client (as well as employee and manager). Although this arrangement is available, it is not recommended. Instead, most coaches operate on trust and will recommend that the client keep his/her manager dually informed of his/her goals, progress and outcomes *without* the use of formal reporting. In addition, the coach strongly recommends encouragement and support for the client on the part of all stakeholders, including the manager. If circumstances change for any reason, most coaches can be contracted to provide mediation services between client and manager in the reporting of goals (additional fees will apply).
- ✚ **Often a 360 degree feedback** assessment or survey will be included in the contract of services and serves as an ideal feedback tool for the client. This tool allows the client to see areas of opportunity and potential career derailers based on peer, manager, partner and direct report input. The client, working with the coach, can then determine which gaps to work on in their coaching. These choices are client-driven thus, if stakeholders have specific criteria, it should be included in the aforementioned **shared development plan** up front. IOD offers comprehensive 360-degree feedback assessments as a part of its coaching packages.

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