

# MANAGING A COACHING PROGRAMME

## BEGINNING

What happens at the start of a coaching programme?

- Finding clients: marketing yourself
- Setting up a chemistry call with client – 45 mins (variable)
  - Building trust / relationship / psychological safety
  - Explaining about what coaching is it is not
  - Understand how committed the client and other parties are to the process
    - Do they believe that coaching can help them?
    - Do they believe *you* can help them?
- Contracting
  - Confidentiality
  - Duration – of the programme and the sessions, expiry
- Outcome / Goal setting
  - Clarifying the expectations of the various stakeholders
  - Working with the client to get to a Well-Formed Programme Goal

What are the risks?

- A coach may be tempted to work with every client they meet, but the choice goes two ways
- A focus on logistics at the start may take away from building rapport – the relationship is not built yet
- Without a thorough contract, there can be a lack of clarity on expectations
  - Having an open-ended number of sessions paid for on a session-by-session basis may risk you losing the client. Give them number of sessions at first – and then re-contract
- Without a Well-Formed Programme Goal, there can be a lack of accountability and direction in the Coaching Programme – there is no measure of success on the outcome

## MIDDLE

### What happens in the middle of a coaching programme?

- Movement towards the Programme Goal – ideally each Session Goal should be related
- Regular check in with progress – are we in service of the Programme Goal?
- Mid-point Review
  - May result in re-contracting around the process of the coaching
  - May identify some obstacles that have not come up yet
  - May result in re-contracting the Programme Goal

### What are the risks?

- ‘Putting out fires’ / short-term goals that are not linked to Programme Goal
- Expectation of change not meeting reality
- Keeping engagement and not losing momentum – for example not always using the same tools
- Client relying on coach for accountability – not sustainable

## END

### What happens at the end of a coaching programme?

- A sense of achievement / personal satisfaction
- A sense of completion / closure
- End point review
  - Clear takeaways and next steps to take
  - Reflecting on other insights and learnings that have been a byproduct of working towards the goal
- Sustainable change - motivation is present to continue their journey, client feels resourceful
- Support coach development – feedback, testimonials, referrals

### What are the risks?

- Risk of not achieving intended goal within the time frame
- Client not sufficiently resourced to be self-sufficient / not clear on their ongoing journey

- Either coach or client struggling to disengage emotionally from the relationship
- Coach feels like they could've done better