



The **Development** Company

The  
**Development**  
Company

*Initial Proposal*

Personal Coaching  
– an example

Kay Buckby  
2008

## Introduction

Mrs S has recently started to manage a team of two people. She realizes that she does not manage certain situations well and she is learning by her mistakes. Mrs S has indicated that personal coaching may help her to become a more effective manager.

Firstly, coaching can be by telephone, email or face to face. It is entirely up to the client (Mrs S) as to which approach suits her needs.

One to one coaching has a number of advantages over a 'standard' development event as the client owns the objectives, goals and actions. At this stage, Mrs S has requested an initial proposal to enable her to think through the right approach for her.

### **How do we ensure that the coaching service we offer matches the client's needs?**

We offer a staged process to enable skills and behavioural changes:

We hold an initial coaching session (by phone or at our office in Earls Barton) with the client to establish their expectations and needs. From this we can establish firm objectives, whether coaching is the ideal solution and whether the coach and client can work with each other. The initial session is free of charge.

When the coaching starts, we agree a contract with the client that states what is expected of each party and what could jeopardize the coaching. We then contract for results by each party committing to actions to make this a success. Goals are agreed at the end of each session and we agree timescales/reporting methods. Pre session work will be agreed as necessary.

Each coaching session will be goal led and will follow the GROW model of coaching, comprising:

Goal	What do you want?
Reality	What is happening now?
Options	What <i>could</i> you do?
Reality	What <i>will</i> you do?

We contract for results so each party is aware of their responsibility before, during and after each session. Additional materials such as reading, diagnostic tools and books will be provided as part of the fee.

## The **Development** Company

Tel: 01604 810801 Fax: 01604 811439 Email: [training@thedevo.com](mailto:training@thedevo.com) Website: [www.thedevo.com](http://www.thedevo.com)

## Example Coaching Programme

The client holds a key role within the organization and following a review with her new Line Manager she identified a need to deal differently with certain situations. She realizes that she does not manage certain individuals well and she has a tendency to become aggressive and over emotional. She would like to manage these situations in future so that outcomes are win/win for all involved.

A meeting was held with the client and Kay Buckby, Director of The Development Company, to discuss these needs. The purpose of this proposal is to provide details and costs for equipping this individual with enough tools to understand why she reacts the way she does and to provide her with alternative responses to break the behavioural habit (on both sides).

The discussion raised the following needs:

- A desire to remain calm and in control when faced with an emotive situation
- A need to manage her impulse response and her tone of voice
- A need to learn techniques in how to take criticism and praise and choosing what to do with both of them
- Methods for recognising when she is defensive
- Techniques for responding assertively

The following emotions/reactions were discussed which affects her confidence, work performance and relations:

- Anger
- Amazement
- Guilt
- Fearing interactions with some individuals because of a potential confrontation

The above are from my notes taken during the meeting. She would prefer a 'Shaper' (Belbin) style of coach, being directed what to try in situations and given firm action plans.

## Proposal

### One to one coaching sessions

I propose a series of coaching sessions tailored to the client's needs. She will leave each session with an action plan for a specific objective, enabling the learning to be layered gently and giving her time to practise new skills over a period of two to three weeks between each session. Each coaching session would be no longer in duration than two hours and will have individual behavioural objectives as the purpose.

The following is provided as a start point for the first 4 coaching sessions and is intended to stimulate discussion on what the final content *could* look like.

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## **Session 1 - Managing Yourself**

*Managing yourself is the most important starting point. If you can't manage yourself then it is more difficult to manage others. We can work in depth on Transactional Analysis to identify areas of potential conflict: from this, we can plan how to better manage those difficult situations which result in the emotions regularly felt by the individual.*

Content: Discussion of personality questionnaire  
Identify the ego states which result in bad feelings  
Options

Action Plan: Identify the TA style in recent situations  
Choose a different style  
Log results

## **Session 2- Managing Others Assertively**

*This session covers powerful tools to manage others and break the habits identified over the past.*

Content: Techniques for managing difficult situations  
Developing a new assertive attitude to manage situations

Action Plan: Practise one tool at least once a day with a different person  
Log results

## **Session 3- Managing Others for 'win-win'**

*This session covers negotiating skills to use in dealing with people – it works hand in hand with the skills covered in session 2. Situations can be resolved with a 'win win' for all.*

Content: Negotiating techniques  
Win-win strategies for life

Action Plan: Reflect on the variety of negotiating situations and your response  
Log results

## **Session 4- Review**

*The purpose of this session is to review the learning to date and make an objective decision about what next?*