



John Example

FMI Executive Coaching — Six-Month Coaching Plan

Development Area #1: Lead Within

John is less than six months into his new position at ABC and “is not doing as well” as he wants to. At times he feels overwhelmed in a very unfamiliar and chaotic environment of this start-up company, where his job has morphed several times in less than a few months. John wants to develop the skills, behaviors, and competencies that will enable him to remain strong, centered, strategic, and proactive as he navigates a workplace that is stress-filled, constantly changing, and filled with ambiguity in terms of expectations, deadlines, and support.

Improved Skill/Behavior

- John observes himself “in the moment”. He can tell when he is feeling stressed or triggered, and is likely to shift into old, reactive behavior patterns. With time, he is able to acknowledge those feelings, slow down, and choose a powerful and appropriate response that supports his intent.
- John gains clarity about his personal strengths and values and begins working from that place, rather than in reaction to the expectations of others. He functions according to his own healthy definition of what it means to be an executive while taking into consideration the perspectives and needs of others.
- John is able to assess, prioritize, and plan all the assignments he is given, within a larger strategic context; he secures the resources needed to execute in a timely way, and provides a solid business case for his decisions and actions.
- He strengthens his current capacities for discipline, focus, and execution — identifying and balancing short- and long-term goals on a weekly basis.
- John develops healthy practices and routines — both on and off the job — to support himself in a stressful environment, to bring himself back to health, and to rebuild his energy and vitality.

Development Plan

- John engages in self-observation exercises to understand when he is triggered and knocked off balance and uses new tools to self-manage and have a more powerful impact on others.
- John identifies his fundamental strengths and values, translates them into specific behaviors, and practices them in all areas of his life.
- John regularly steps back to look at the “big picture” at ABC and how his work fits in. He assesses and makes trade-offs among his many assignments, and plans on a week-by-week basis to make progress toward objectives and deadlines.
- John begins taking conscious care of himself throughout the day, starting with small steps on the job (basic breathing practice, breaks away from his desk and out from the office, walks).

Development Area #2: Think Strategically

John wants to create the “human infrastructure” that ABC needs to be successful in the near- and long-term. These include tools, processes, and systems that will support the areas of recruitment, staffing, and training. Since none of this infrastructure exist in this new start-up, John needs to cultivate the courage, competencies and stamina of a true change agent and to develop the network of allies and partners to support him as an individual and a professional.

Improved Skill/Behavior

- John understands how his work efforts contribute to ABC’s overall success...how an “overhead” function like his is essential if the company is going to secure new work, deliver superior quality, and sustain success.
- John is clear and persuasive when discussing the fundamental value and contribution of his work within the larger strategic context of the business and helps others see the connections that might not otherwise be obvious to them.
- John understands the worldviews and behavior patterns of the key individuals with whom he needs to work and uses this knowledge to communicate and interact effectively across a broad spectrum of personalities.
- John develops a network of relationship — both within and outside of ABC — individuals who will provide both practical and moral support as he moves forward with his work and who will help move his initiatives forward.
- John begins developing his own strategy and plan for accomplishing long-term goals while moving forward on shorter-term objectives and tasks.

Development Plan

- At least once a month, John makes the time to “step back and look at the big picture,” mapping the connections between his work efforts and business outcomes.
- John engages in short, intentional conversations at least once a week, where he talks about the strategic implications of recruitment, staffing, and training.
- John spends time observing the patterns and habits of key individuals with whom he interacts and uses that knowledge to prepare for key meetings, conversations, and presentations.
- At least once a week, John makes time to connect with colleagues in the office on a human-to-human basis (over coffee, lunch, the water cooler, etc.). His initial focus is on developing solid relationships, getting to know others better and appreciate them as individuals and professionals.
- By the fall, John has enough systems and infrastructure in place to begin developing 3-month plans for executing his strategic initiatives and accomplishing his objectives, adapting it as needed.



Timetable

- Initial introduction — April 2
- Discovery of development areas — April 2
- Confirmation of development areas and launch — April 5
- Coaching — 12 coaching sessions over six months (bi-weekly sessions for 60 minutes each)