

# Seven Steps to Buying Effective Coaching

## Step 1: Identify the development goal

- How will you know if an intervention has been successful for the individual(s), and for the organisation?

## Step 2: Determine the business significance of the desired change?

- To what extent does this person or group of people shape or influence the business (e.g. in terms of strategy, team direction, morale, revenue, client relationships, etc.)
- What will happen if no intervention is made?

## Step 3: Assess the learning challenge?

- What is the nature of the change the person or people need to undertake?
- To what extent will the desired change involve a challenge to how the person behaves and interacts with others?
- To what extent is the learning only about applying readily acquired skills?

## Step 4: Take account of attitudes to coaching, individually and organisationally

- What budget is available? Who do you need to influence?
- What do you need to do to get the person into coaching?
- How does coaching need to be presented within the organisation?

## Step 5: Select an appropriately qualified and experienced coach

- How senior is the person or people requiring coaching?
- Does the individual need a psychologically qualified coach?
- To what extent is similar business experience relevant?

## Step 6: Ensure that an explicit contract for coaching is in place

- What is the regularity, length, and number of sessions?
- What pressure will the individual have to make a commitment to coaching?
- What is confidential and what will be fed back?

## Step 7: Evaluate the effectiveness of the coaching

- What measures of performance change are available?
- What feedback about coaching from the individual, from colleagues, and from customers will be used?
- What does feedback suggest about gaps in organisational capabilities?