

## Coaching Process to Support Professional Development

(For a typical 3 to 12-month coaching engagement)

1. Setting Expectations and Commitments
  - a. Mark Cappellino
  - b. The Executive
  - c. The Executive's manager and/or organizational sponsor
  - d. Additional stakeholders and team members selected by The Executive
  - e. Contracting and Confidentiality
2. Assessment and Feedback
  - a. The Executive's self-assessment
  - b. Mark Cappellino's assessment
    - i. Coaching dialog between the Executive and Mark Cappellino
    - ii. Mark Cappellino's observation of the Executive through conversations and shadow coaching
  - c. Formal feedback from constituents
    - i. Mark Cappellino's 360-Degree assessment interviews with multiple constituents selected by the Executive
  - d. Work performance measures
    - i. Performance appraisals and other performance measures provided by the Executive
3. Goal Setting
  - a. Based on assessment feedback and coaching intake questionnaires
  - b. Dialog between Mark Cappellino and the Executive
  - c. Development goals determined in collaboration with multiple stakeholders
  - d. Specific progress measurements defined – qualitative and quantitative
  - e. Timelines defined
4. Coaching to Achieve Development Goals
  - a. Regular in-person and telephone meetings with on-going email support
  - b. The Executive is responsible for progress
  - c. Mark Cappellino is responsible for process
  - d. Both responsible for effectiveness of coaching dialog
  - e. Lessons learned meetings at 3-month intervals
5. Closure of Coaching Engagement
  - a. Assessment of progress to stated goals
    - i. Lessons learned by Executive
    - ii. Development goals defined beyond current coaching engagement
    - iii. Estimate of return on investment (ROI) to the organizations
  - b. Lessons learned meetings between Mark Cappellino and the Executive
    - i. Including stakeholders selected by the Executive
  - c. Progress report by Mark Cappellino
    - i. Recommendations to the Executive to transition to on-going, long-term development
    - ii. Progress report can be shared with the manager and other stakeholders with Executive consent