

EXECUTIVE COACHING PROGRAM

Our approach to coaching managers and executives is driven by our strong personal commitment to bringing out the very best in the individual--for the benefit of themselves, their direct reports and their organization. The DA coaching model has evolved from our work with many clients, drawing on our experience in the fields of organizational behaviour, business processes and management. Our coaching program synthesizes the most respected and effective practices now being used in progressive organizations.

THE PROGRAM

There are four aspects to the DA Coaching Program:

1. Assessment
2. Contract: setting objectives
3. Action Learning: joining knowledge with action
4. Evaluation

1. Assessment

This means gathering information and taking stock. A formal assessment process usually precedes a coaching program. There is also a further phase of self-assessment, which serves to surface the individual's motivations and desires, as well as values and vision. Assessment usually includes 360° reference interviews and a variety of tools and testing instruments (see Tools).

2. Contract: setting objectives

The mutual commitment, or contract, between coach and coachee is a crucial step for establishing trust and good communication. Working with the learnings from the assessment, the coach encourages the individual to set personal goals and objectives, and take responsibility for following through. The coach continually aligns the process to meet the identified objectives, with mutual agreement on all aspects of the contract such as scheduling, further study, confidentiality and setting benchmarks for evaluation.

3. Action Learning Cycle

Action learning is the heart of the coaching experience. The essence of action learning is turning learning into action, and awareness into behavioural change. This process depends upon the experience and skill of the coach in listening, inquiry, and giving feedback to the coachee.

There are four interrelated phases in the action learning cycle:

- reflection (reflective observation)
- connection (abstract conceptualization)
- decision (active experimentation)
- action (concrete experience)

4. Evaluation

Evaluation of one's success in achieving the desired objectives marks the completion of a formal coaching program. The benchmarks used for taking stock of the initial situation and measuring results afterward are mutually agreed upon by all three parties involved--the Client, the coachee and the DA coach.

TOOLS

A wide variety of tools may be applied in the course of coaching. These include self-assessment techniques, testing instruments, and analytical discipline. Assessment techniques may include William Bridges' DATA exercise for surfacing one's desires, abilities, temperament, and assets; and Stephen Covey's Seven Habits for developing proactivity, adherence to principles, and personal mission statement. Analytical and communication disciplines include appreciative inquiry, reflection/inquiry/advocacy, innovative problem-solving, creative frameworks such as de Bono's Six Hat Thinking, and practices for developing mindfulness and awareness.

We are qualified to administer and interpret widely respected testing instruments including the Myers-Briggs Type Inventory (MBTI), Strength Deployment Inventory (SDI), Strong Interest Inventory, Learning Styles Inventory (LSI), FIRO-B, 16 Personality Factors (16 PF), the EQ-i Emotional Intelligence Inventory, and the Progressive Leadership Questionnaire (PLQ) developed by DA.

FOCUS ISSUES

In response to the Client's requirements, the coaching program can emphasize specific topics and skills such as communications, team building, creative thinking, working with stress and emotions, managing conflict, and advanced principles of leadership.