

UAMS Center for Faculty Excellence

EXECUTIVE COACHING PROGRAM

This information is designed to help you get the most out of your coaching investment. It will help you understand what coaching is and what is not, how I coach, what is expected from my clients and what you can expect from me. Consider this your first piece of fieldwork. Review this information prior to our first session. Any questions you have will be answered during the initial intake session.

UAMS currently uses the International Coaching Federation (ICF) definition:

*Coaching: Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.*

A core philosophy of coaching is that the “coachee”, or client, is innately capable, creative and resourceful.

*Different Focus in Executive Coaching include:*

Leadership coaching - as a part of formal leadership development programming

Transition coaching - moving into a new position or role

Developmental coaching – supporting professional development and leadership role preparation

Health coaching – supporting changes in health-related behaviors

*Coaching is not Mentoring*

A coach develops awareness within the individual, and provides support while challenging the individual to reach their maximum potential. A coach is not a mentor, a sponsor or a therapist. Mentors have subject matter expertise in areas which they mentor and provide advice, skills, observation with feedback, and more. Sponsors take the extra step to ensure sponsorees receive opportunities and roles to foster promotion. Therapists focus on pre-existing traumas and use different skill sets for coping and resolution. Coaches are different in that they do not drive the trajectory of coaching, and outcomes are client-driven. Coaches utilize active listening, reflective techniques, insightful questioning, and thought-provoking discussion to instigate self-reflection and awareness that leads to the client’s personal and professional growth. The coach can be viewed as a change agent for human development.

*Coaching is a joint commitment*

If you are engaging me as your coach, you are probably ready to do and be your best. If you aren’t, I will ask you to. We will both come to the calls on time and ready to focus fully during the session. It is important that I hear you

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clearly, so avoid using speakerphones and avoid cell phones whenever possible. If you can't hear me clearly, please let me know.

*You are responsible for your own results*

Coaching is a vehicle for achieving results but you are the driver. I expect you to provide an agenda/goal for each call; this provides a clear focus and direction. You can expect me to weave in your defined goals as we move forward, keeping us both on track. I am into serious results accomplished with a light heart; however, you can set the tone if you prefer a different environment.

*I hear more than what you say*

You can expect me to tell you exactly what I see, hear and sense is going on. I expect you to be honest with me when I'm right and tell me when I'm wrong. I use deep listening and direct communication to get to the heart of the matter. I may interrupt when I hear something that could be important for us to explore and ask for clarification – it is all part of the process.

*I challenge but don't confront*

I will be a mirror for you and invite you to look at new ways of thinking and being. I may challenge your beliefs and shed new light on your actions. However, I don't confront or judge your beliefs. You decide what to change in your life. I expect you to be your best and you can expect me to be totally accepting of whatever that is.

*We both need to keep it 100% clean*

A clean coaching relationship requires that we each say what we need to say. This is about holding a high level of respect for each other, engaging as equals and being honest at all times throughout the coaching conversation. I expect you to tell me when I say or do something that doesn't sit well with you. I want you to ask for what you need (particularly important in the early phases of the relationship as I am learning about working with you). If coaching isn't working the way you expected it to – say so and we'll work through it or move on.

*Ethics and Confidentiality*

As a Candidate for Certification in Executive Coach with the International Coaching Federation, I am bound to a **defined set of ethical standards**. One important aspect is maintaining strict confidentiality within the coach/client relationship. Confidentiality is fundamental to coaching and creates the safe

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environment to explore and develop. Confidentiality in coaching means that the client may share information about the coaching with others, but the coach may not share information about the coaching outside of conversations with the client. Certain coaching arrangements do require the coach to share limited logistical information with the coaching sponsor or supervisor: dates and number of sessions, number of late cancellations and “no shows.” We will clarify this at the start of your coaching engagement.

I model personal and professional boundaries for my clients.

I hold my clients accountable to a high level of integrity and personal commitment. I expect clients to honor my time and their commitment to themselves by showing up on time for their sessions or calls. In return, I highly respect my clients’ time and commit to being on time and fully focused during the session. While I try to be flexible and accommodate occasional rescheduling with advanced notice, frequent rescheduling is a problem.

*Fieldwork is an important part of the process*

Most of your growth will occur in between the coaching sessions. Together we will design 2-3 goals, actions or shifts to focus on between one call and the next. If you want more (or fewer), just ask. Occasionally I will make a direct request, like “Will you accomplish X by the end of this month?” You may say yes, negotiate, or say no. Remember: coaching is about ACTION!

*Scheduling*

You are responsible for scheduling the twice-monthly appointments as defined in your coaching agreement. You may schedule appointments for the coming month or for the entire quarter. Advance scheduling provides more options for you. The best way to schedule our time is by contacting Michaela Beard via email [mbeard@uams.edu](mailto:mbeard@uams.edu)

*Session recording*

You are welcome to record our coaching conversations for your future reference. I may occasionally request to record a coaching session for certification purposes. You may decline this request at any time. Recorded sessions may be reviewed by the International Coaching Federation to maintain high quality standards in the coaching industry. The recordings are treated as highly confidential. You will never be recorded without your knowledge and full permission.

Your coach is a valuable resource – so fully utilize this partnership!

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In addition to our coaching relationship, I can share with you a wide variety of tools, assessments, learning materials, and development programs. Our office can aid in many areas that may complement our current focus.

*Referrals*

My best clients are often referrals from current or previous clients who have achieved success through their coaching experience. I consider your referrals to be the highest form of personal and professional recognition. If you are getting good results out of our relationship, consider who in your life might also benefit from coaching. I promise to coach each one confidentially.

*Let's get started!*

The purpose of our first session is to answer any questions you may have about the process, discuss our joint expectations and fully define the goals you want to achieve during the coaching program. Please come to this call prepared with the 2-3 goals you choose to focus on.

I look forward to making this journey with you.

Thank you for believing in yourself.