

## Coaching in High Definition: 5 Requirements of High Impact Coaching



Over the last few years we have seen an increased demand for leadership coaching as our clients experienced a real value the tailored nature of a coaching assignment, and the sustained change that results when the coaching is completed successfully.

As leadership coaching has gained traction, many have wanted to scale the coaching, and have challenged us to drive more clear ROI – essentially asking us for a coaching approach that provides real-time impact in a shorter period of time.

In response, we have spent the last two years adapting and innovating in the coaching space. The result has been a refined coaching approach that drives more clear and timely results. We call this High Definition Coaching (HD Coaching).

HD Coaching has the following five key characteristics:

- *Behaviorally Targeted* – coaching is focused on core observable areas of focus. It is critical that these focus areas are defined when the coaching is initiated. Often it is helpful to use a validated assessment with an online or verbal 360 assessment. Previous performance data is also helpful. The goal is to ensure the target behaviors are clear and agreed-upon.
- *Measurable and Meaningful* – Meaningful in that the measures need to be important to the participant and the company, optimally outcome measures. We have used a variety of measures, from employee retention, to financial results, to a participant's effectiveness in presenting and garnering influence.
- *Time Condensed* – coaching is provided in quarterly (three month) segments. We have found the quarterly rhythm to be the optimal level of incremental commitment for coaching – it creates real focus on realizing results with enough time to practice and sustain the new behaviors and skills.
- *Short Feedback Loops* – participant progress is reviewed regularly and used to calibrate and focus coaching efforts. Often this is completed through periodic touch-base with the participant's manager, Human Resources or another pre-defined stakeholder. The coach will never disclose the actual conversations with the participant – those are always confidential. However, these stakeholders can calibrate on the outcomes and

progress being made, and help re-direct coaching focus and areas in real-time and as needed.

- *Participant Focused* - coaching is organized around the unique needs of the person being coached, and his/her areas of development focus. This includes the timing and content of the coaching meetings; and interim commitments, assignments, and support. Each person and situation is unique, the coaching needs to adjust to that.

When an experienced coach utilizes these five characteristics, we have found the results to be truly impactful – HD Coaching brings the art and science of the coaching together to drive a transformative experience.

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