

January 2020

# WCM

WORLDWIDE · COACHING · MAGAZINE



## Coach Training and Certification

How to Pick a Reliable Source

# IN THIS EDITION:

A Guide to Coach Credentials <i>By Dr. Rey Carr</i>	5
Toolkit: How To Pick a Reliable Coach Training Program <i>By Lyn Christian</i>	28
What's Better for Executive Coaching? The Birkman Method or Hogan Assessments? <i>By Dr. Kevin Lewis</i>	30
Essential Tips for Boosting Career Development <i>By Mjellma Gonzales</i>	36
Professional Development Trends To Watch In 2020 <i>By Gaj Ravichandra and Leila Rezaiguia</i>	39
How to Sustain the Results of Executive Coaching <i>By Dr. Tracy L. Duberman</i>	43

# How to Sustain the Results of Executive Coaching

By Tracy Duberman



Coaching is a partnership between an executive coach and a client who share an interest in the development of the client's goals and leadership aspirations.

This paper focuses on how to sustain the positive behavioural change resulting from coaching after the engagement has ended.

Coaching focuses on enhancing knowledge, skills, and abilities to elevate a leader's job performance.

Often times, executive coaching is used as a development option for leaders who are taking on new responsibilities and/or moving into more senior level roles.

At its core, coaching requires a commitment to development, an assessment to determine developmental needs, a development plan based on the assessment results, and applied strategies for growth and continuous improvement.

Ultimately, through a process of self-awareness, introspection, and interpersonal communication, a client can successfully remove barriers to performance and develop the skills and motivation required for positive behavioral change, high performance and, in turn, organisational engagement.

This paper focuses on how to sustain the positive behavioural change resulting from coaching after the engagement has ended.

### **Regression Happens!**

While unlikely, a reversion back to pre-coaching behaviour can occur in the months following the conclusion of a coaching engagement for a variety of reasons including a lack of resources (personal and organisational), lack of efficacy, and/or a constraining organisational climate.

In any case, coaching engagements that result in stasis or regression waste money, time, effort, and organisational resources.

### **Sustaining Change**

Lasting change requires ongoing support, reassessment, and the agility to meet changing needs. Sustaining the positive impact of coaching requires a focus on long-term actions to ensure continued development. Creating a pseudo-coaching relationship with a sponsor, a boss, or an identified mentor within the organization is one method to ensure ongoing success.

Sustaining behavioural change requires commitment from the organization as well as the client. After all, coaching in the context of the organization is as much about the organization as it is about the client. Successful coaching engagements result in positive business outcomes.

Therefore, the organization has a vested interest in creating the conditions to sustain the leader's learnings as much as the leader undergoing the engagement.

### **Organizational Commitment**

Organizations which sponsor coaching and pay consistent attention to developmental activities are more likely to sustain the leadership development of coaching clients. Successful and sustained coaching results are found in organizations that not only welcome leadership development, but actively

assist with ongoing behavioural change as an asset to their organization.

Whether coaching is built into existing succession plans, culture change initiatives, or leadership development programs, the organization must be prepared to establish a system to monitor growth and hold the leader accountable.

Generally, follow-ups after coaching can be conducted in any number of ways and should actively involve the stakeholders who played a role in the initial client assessment, such as the client's manager, peers, direct reports, and HR representative.

Using stakeholders to support coaching success brings with it a home-field advantage. After all, these stakeholders know the organisational culture and

practices, they have established relationships with the client, and there is a sense of comradery in the client's and organisation's outcomes.

Equipping internal stakeholders to help drive the client's continued development after the coach leaves is one strategy to sustain the impact of the coaching engagement.

### **Coachee Commitment**

Client commitment to sustaining skills developed through coaching is correlated to motivation and expectations of further development. Wasylyshn (2003) reported that the most positive coaching outcomes result from clients who are highly motivated to learn and are willing to adjust behaviours confirms the importance of all aspects of motivation in goal achievement, including high

# COMMITMENT



competence expectancies and fear of failure.

To generate motivation for sustaining the positive impact of coaching, the client and their coach can create an end of coaching sustainability plan. Having a say in personal goal outcomes increases identification with the goals and a level of affective commitment to change. Implementation intentions, when strong, have a positive effect on motivation and serve to secure goal attainment more often than weak implementation intentions.

Beyond motivation, concrete expectations about further development are important for a client to anticipate the required effort and personal resources needed to sustain behaviour over time.

Therefore, the following items should be included in the post coaching sustainability plan:

- *Activities* - What activities will be involved to sustain behavior?
- *Time* - How much time will be committed to activities?
- *Effort* - How much effort will be involved?
- *Disclosure* - Who is entitled to know? Who will have access to any collected data?
- *Goals* - What further goals can be accomplished during the course of development?

## **Methods for Sustaining Behavior Change**

Existing literature outlines several ways behaviour can be sustained after coaching ends. Generally, it is advised that a client be paired with a trusted individual in the organisation to help them continue their development. Best practices indicate that any of the following methods be used to sustain behaviour change and continue development.

### **1. Mentorship**

Using a mentor/mentee partnership that includes scheduled meetings to review performance is a common form of sustaining coached behaviours. Meetings ought to occur on a monthly or quarterly basis with a selected internal mentor. We suggest the mentor and mentee agree to a long-term development plan at the end of the formal coaching program to promote and support continued growth for the client.

### **2. Keeping a personal journal**

To increase awareness and stay focused on continued development, we recommend clients keep a personal journal in order to evaluate interactions with others and recount experiences after a coaching engagement has ended.

### **3. Peer Coaching**

In cases where a group of individuals are undergoing organization- sponsored coaching engagements, regular group-based meetings may help to produce a sense of comradery, mutual

encouragement, and mutual accountability to goals.

#### 4. Spot Checking

Spot-checks are periods of time where coaches conduct brief check-ins with clients to gauge progress and to refocus the client's goals. After check-ins are completed, the coach will share check-in results with the client, and/or internal sponsors. Meetings may be held with a boss or program sponsor to review results and keep the organization involved in sustaining progress.

#### 5. Behavioral Goal Setting

Setting behavioural performance goals is one of the most empirically supported cognitive approaches to motivation within motivational research. Goal setting creates focused attention on tasks, forms intensity in achievement, and facilitates persistence

in development. Sustaining coached behaviours after an engagement can be encouraged by setting SMART goals and having the coaches and their manager review behavioural goals as part of performance reviews. Goals should be specific, measurable, attainable, relevant to the job, and time-bound.

There are several different approaches a coaching client can take to ensure that the results achieved from coaching are sustained over the long term.

Our research suggests that the most effective methods include the use of internal stakeholders to serve in the role of sponsor and/or mentor; ongoing behavioural goal setting; peer coaching; personal journaling; and coach spot-checks.



**Tracy L. Duberman**, PhD, MPH, FACHE, PCC

The Leadership Development Group President/CEO

Tracy brings a depth of expertise in the field of talent management and leadership development. With broad experience as a senior health services executive and consulting partner to Fortune 100 companies, Tracy collaborates with clients to develop impactful and innovative leadership development and talent management solutions to meet business needs and drive desired change.

More info: <https://www.tldgroupinc.com>

To get in contact with Tracy: [tduberman@tldgroupinc.com](mailto:tduberman@tldgroupinc.com)