



Brooke Vuckovic

Strategies for Living and Leading with Purpose

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Phases in the Coaching Process

Future clients frequently ask me what process we will follow during our coaching work. Although this is an excellent and important question, it always leaves me feeling a bit skittish because so much of the coaching relationship is tailored to an individual's specific situation—who they are, the environment they work in, their aspirations writ large and their specific goals for our coaching work together. In other words, the work I do with one client may look entirely different from the work I do with another.

All of this talk of individuality aside, there are several predictable phases in coaching that are present in any engagement. I detail them below, with the hopes that it is helpful for potential clients who want to get a sense of how things may unfold. They are as follows:

Phase One: Introduction to Coaching and Assessment

During this phase, we work together to get a sense of where you are today—and what got you to this place. This phase involves a longer, initial meeting to set up the coaching relationship as well as self-assessments and/or assessments that involve others. For example:

- *Self-Assessment: you will be sent pre-work assignments and leadership style and/or strength assessments to support your self reflection.*
- *External Assessment: This may include reviewing previous 360's you have, or administering a 360, if you do not have one; it may include interviews of others close to you; etc.*

Phase Two: Identify Objectives and Techniques for Measuring Success

From your assessments, we will work together to define your goals for coaching and clearly observable outcomes. These outcomes will be the focus areas for your coaching work. Some examples:



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“Moving Up”: Leadership/Executive Coaching

Learn to delegate better:

- *Carefully discern which activities require my leadership and involvement and which do not.*
- *Shift my thinking to value developing people rather than just “getting things done”/list checking.*
- *Recognize and shift my reflex to control all activities—shift to place of confident decision making and delegation (including ongoing conversations with my reports) so I can pay more attention to those higher level activities that require my real attention.*

“Moving On”: Career/Transition Coaching:

Make a decision on the next steps in my career path:

- *I will better understand my history and vision for my life/career;*
- *I will understand what my values/needs/aspirations are and understand how my career fuels them and/or what other activities might*
- *I will decide what to do with my current job—whether I will leave soon or hold tight until I figure out what I want to do next*
 - *If I decide to leave soon, I will create a clear plan for my sabbatical and/or my “in the meantime” job (and/or will begin the plan)*
 - *If I decide to stay, I will create a careful development plan at my current job to make it more fulfilling and to make myself more productive; I will get completely clear on what needs to change at work; at the same time, I will create a plan to continue exploring other fields for the future; a clear outline of my values/needs/and vision to use when evaluating jobs; and an ideal timeline for my transition.*



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Phase Three: Ongoing Coaching and Experimentation, Reflection, and Feedback

Depending on your goals, this phase will involve coaching conversations and designing the “assignments” you will execute between sessions. Assignments may include research, fieldtrips, reflection exercises, behavioral experiments or more data collection and will be appropriately mapped to your goals/desired outcomes.

Phase Four: Assessment and Wrap Up

At the conclusion of our work together, we will assess where you are on your goals and will work to create a plan for your continued development outside of the coaching relationship. The “completion” process is one of reflection and re-enforcement of your learning—celebrating how far you’ve come and preparing for your next stage of development.

