



University of
South Australia

Leadership Development

Framework and *pro forma* agreement for senior staff executive coaching

Human Resource Unit

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Purpose

Executive coaching provides a strong individually focused foundation for an effective leader and manager development process. For it to operate optimally, the University believes that:

- coaches need to have a range of expertise and backgrounds and be carefully selected;
- participants must be matched with a compatible coach;
- there needs to be defined objectives for and measures of performance improvement;
- it needs to be closely aligned with the formal performance management process and prioritised as an important element of workplace performance, rather than an optional add-on;
- when utilised the coaching needs to align with the formal 360 degree process;
- the process must be regularly reviewed to ensure that it is achieving agreed clear development objectives.

In consequence, this document has been developed to provide a framework for the coaching process, to outline the roles of the respective participants and to provide pro forma agreements, tools and resources designed to assist all participants gain the maximum benefit from the process.

Note: All versions of documents containing personal information will remain confidential at all times and held within the participant's personal file.

Roles and Responsibilities

Participant

Effective coaching relies on a strong commitment and engagement from the participant in shaping their own professional development. The participant and coach agree to work together with a regular pattern of developmental conversations and activities which are guided by development objectives. Participants need to be as open as possible about their development needs, be willing to use relevant tools to help guide their development and give priority to the coaching sessions as part of their professional role within the University. A pro forma agreement on the expectations of the participant is attached. This should be completed at the commencement of the coaching process.

Coach

The expectations of coaches are that they will:

- meet with HR to understand the University's leadership and management development goals;
- meet with the participant and their supervisor to establish the focus and goals for coaching and performance improvement;
- establish a coaching program appropriate to meet the participants development objectives;
- liaise with the coaching participant, their supervisor and the key HR support as agreed at the outset of the process;
- Ensure confidentiality with particular regard to 360 degree survey material;

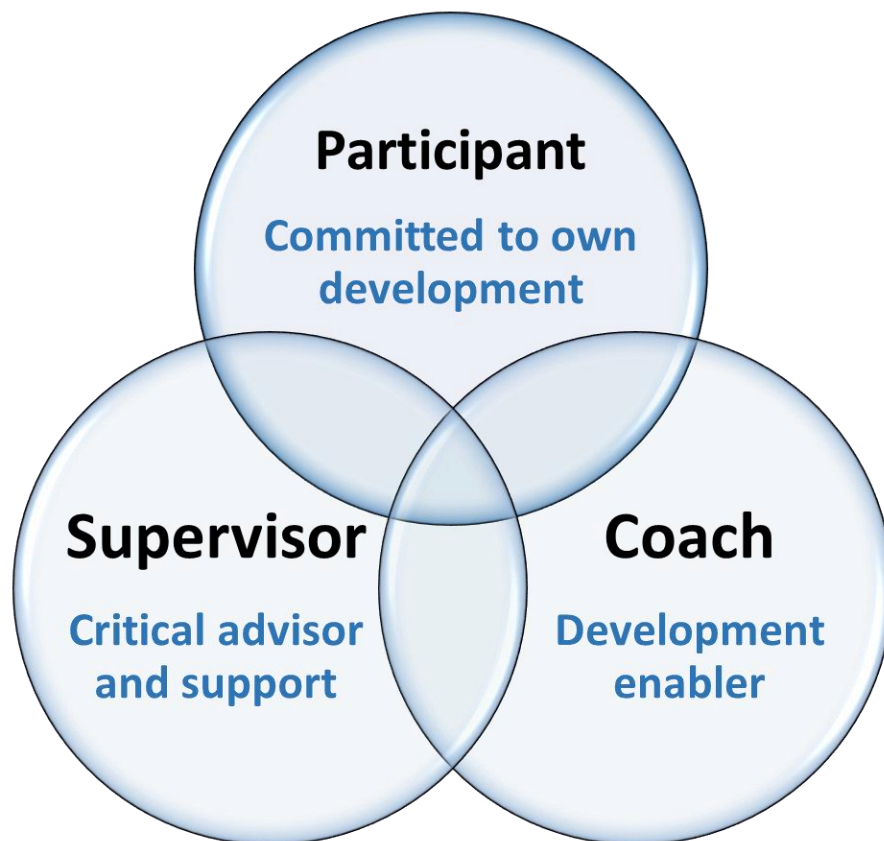
- provide a mid-point report¹ on progress while maintaining an appropriate degree of confidentiality for the participant.

Details of the coach's responsibilities are set out in attached pro formas.

Supervisor

For coaching to operate to its best effect, it should be connected with and, where appropriate shape the continuing working relationship between the supervisor and the coaching participant. The contribution of the coach lessens in effectiveness if it is too distant from this line relationship. It is important for the supervisor to be involved in the initial discussions on the focus for coaching and to be involved in debriefing at its conclusion. It is also critical that supervisors ensure that any agreed coaching is a priority element in the participant's program of work.

An active and positive relationship across these three key roles will contribute significantly to the success of coaching.



Human Resources People Development

HR's People Development staff will play a co-ordinating role in:

- helping match participants and coaches;
- in setting up initial meetings and providing advice and context for the process;
- in resolving problems and in advising on use of additional psychometric tools and resources;

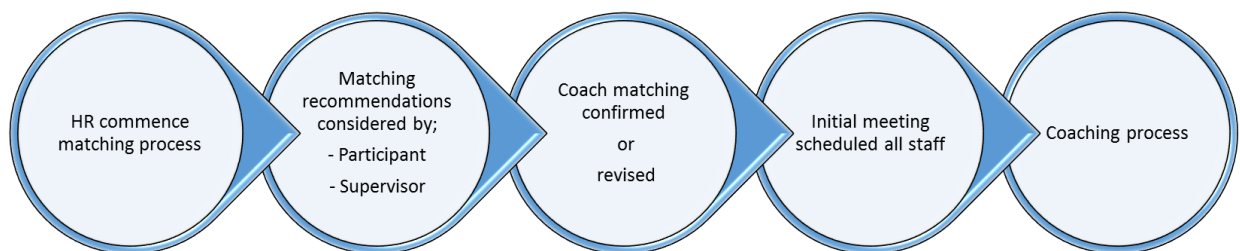
¹ Except where the coaching arrangement is short term.

- in ensuring that the process runs smoothly and meets agreements and development objectives as outlined by the participants.

Coaching process

HR will commence the process by making recommendations on potential coach/participants matches. These recommendations can then be considered by the participant and supervisors and either confirmed or revised in discussion with HR staff. An initial meeting will then be organised between all of the parties with HR present at the outset to address any questions on the process. The coach, participant and supervisor should then agree on objectives for the coaching. Where *Coach in a Box* services are being used, the process will be managed through a telephone hook-up.

The matching process is represented in the following diagram:



The sequence and content of coaching will vary from individual to individual and will be agreed between the participant and coach. The process might include tasks or reflective activities that need to be completed by the participant between sessions. Psychometrics may be used based on agreement between the parties (and discussed with HR – see below).

Trouble shooting

Once the coaching process commences, HR has allocated staff to manage the coaching process and will be available to provide guidance on:

- the use of psychometrics;
- managing ineffective coach matches;
- monitoring completion of coaching agreements;
- any other trouble shooting or intervention required.

Requests for assistance can be initiated by coaches, supervisors or participants. The key contacts are outlined below.

Varying coaching agreements

Executive coaching is intended to focus on achieving an agreed set of outcomes. On occasions coaching discussions may raise new issues or identify new pathways for development. Where these substantially change the agreed intent of the coaching, contact should be made with the supervisor to explore whether a variation in the objectives is required and appropriate.

Mid and end-point reports

When coaching relationships are established over a significant time-frame, a report of the process at a mid-point may be sought. HR will contact the parties to initiate this process and define the scope, when and if it is required.

All coaching arrangements will be the subject of an end-point report to determine whether agreed objectives have been met and if new coaching arrangements need to be renewed. HR will provide a pro forma for this evaluation process (which is based on [The Kirkpatrick Model](#) to review the effectiveness of development interventions) and the outcomes should be discussed with supervisor.

Any reports or evaluation will seek to focus on the broad outcomes of the exercise and be designed to protect the confidentiality of more detailed discussions taking place within the coaching process. All coaches will be briefed on this at the outset of the process.

Tools and pro formas

A range of tools and pro forma agreements have been designed to assist the coaching process and some are attached, others will be placed on a website that is under construction for participant, supervisor and coach to access. We ask that you sign the relevant agreements before commencing the coaching process and seek advice and assistance from HR when you require it.

Key contacts

If you have any questions, or require advice or assistance, please contact Kirsty McAulay (22731) or Greg Giles (21633).