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The Business Coach's FAQ for Individuals

Our business environment is complex, our teams dispersed, our budgets constrained, and just when the Company needs our best effort, one of our senior employees becomes a "problem."

How it works:

- There are two confidential meetings that serve as the foundation for a coaching engagement: our initial session (Coach & Supervisor) to confidentially discuss the situation; the initial session between Coach and Employee; a three-way conference to determine outcomes and seek agreement; our review of the social contract that specifies approach, deliverables, timeframe, and guidelines for the engagement itself.
- Upon agreement, the Coach and the Employee meet regularly (daily, weekly, via teleconference or one-on-one meetings). During this phase, the Coach remains available 24/7 to the employee w/same-day response to any request from the Employee; also during this phase, communication and status updates to the supervisor are the decision of the Employee.
- At agreed-upon intervals, follow-up meetings are scheduled with all three parties to 1) confirm a continuing engagement, 2) re-direct the focus of the Coaching sessions, or 3) end the engagement. Any party may schedule a "Go/No Go" review session during this phase.
- At the conclusion of the Coaching phase, all quantifiable improvements are measured against the contracted outcomes, and confidentially documented. Follow-up between the Coach and the Employee may continue indefinitely, if requested by the Employee.

Isn't this just a fancy word for separation from the Company?

An outside advisor isn't needed for terminations, and many states maintain "at will" employment agreements. This means that either party may terminate the employment contract at any time. In other words, if the Company intends to fire or eliminate the position of an employee, you don't need my help. In situations where such actions are warranted and/or expected, I will respectfully decline.

This is a discrete intervention in an effort to retain the Company's investment in those unique individuals with value and expertise whose performance or team sensibilities no longer meet the organization's needs and are at a recognizable "turning point" in their careers and need independent guidance to get "in sync" with the Company's new direction, new organization, new ethic.

In other words, you need them and want to retain them, but only at a higher level of performance than currently demonstrated, and "the usual actions" have not solved "the problem."

What kind of results can be expected, and how long will it take?

Of course, the best-case scenario is that your employee re-engages and demonstrates (to you and to their colleagues) a renewed enthusiasm for their work. Each case is different, therefore, individualized objectives and target milestones are agreed upon in advance.

How much does it cost?

This is not project management, but neither is it rocket science. Therefore, a sliding scale with clear deliverables is recommended. The fee for services rendered during the first phase of the engagement (two meetings and a draft contract for review) is \$750.00. If all parties agree upon the Coach's proposed "next steps," the remaining portion of the engagement is invoiced bi-weekly at an hourly fee equivalent to the salary (pro-rated) of the Employee being assisted.

For this reason, my Coaching service is not offered for Sales staff or any other type of position based upon commissions.

The Employee's financial commitment is two-fold: they must attend all scheduled sessions, regardless of any business contingency that may occur (arrangements are made to re-schedule sessions for legitimate illness or family concerns), and the Employee is expected to personally remunerate the Coaching fees for any missed sessions that cannot be re-scheduled. Secondly, they may elect to continue the Coaching sessions at the conclusion of the Company's engagement with the Coach, in which case, fees are privately negotiated.

Isn't it easier to terminate an employee and find a more capable replacement?

Yes, and there are seasoned executives who believe this is a legitimate management practice, particularly in economic cycles when experienced applicants are abundant. If you are in this category, you don't need me. We can agree to disagree on the relative merits of such "talent management" techniques that place economic exigencies above employee success.

Shouldn't our Human Resources team be responsible for this?

Your company's HR policies remain important, and collaboration with the HR department is critical. Given their workload, however, it often makes sense to "outsource" critical tasks such as coaching. Documentation in compliance with all HR guidelines will be provided throughout the engagement.

For more information about this program, or any other questions, contact:

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