Executive Coaching

A PEOPLE DEVELOPMENT COACHING PROGRAM

Professional development for the staff and faculty at the University of Denver
The People Development Team

Team members include:
- Ken Pinnock, Director of People Development
- Greg Giesen, Manager of People Development
- Shannon Seales, Learning and Development Consultant
- Mia Elizardi, Performance and Career Development Consultant
- Whitney Fulton, HR Assistant

Programs and services of the People Development team include:
- New Employee Onboarding Program
- Professional Development Speaker Series
- The Colorado 14ers Pathways to Personal & Professional Growth
- The Leadership Academy
- The Mentor Program
- Fridays@Noon Video Series
- One-on-One Employee & Management Coaching
- One-on-One Employee & Management Career Coaching/Services
- Conflict Mediation/Facilitated Conversations
- Team Building
- Workforce Planning Consultation
- Change Management Consulting
- Manager 360-Assessment Process & Coaching
- Team/Manager Diagnosis and/or Team Climate Survey
- Customized In-Service Classes
- Professional & Personal Development Classes and Workshops
- Assessment Facilitation (The Hogan Personality Inventory, True Colors Personality Styles Profile, StrengthsFinder, DiSC)
- Performance Management System Administration
- Executive Coaching
What is Executive Coaching?

Executive coaching is a professional relationship between a trained coach and a client (in a leadership position) with the goal to enhance the client’s leadership or management performance and development. Through a process of inquiry, dialogue, and other tools, the coach serves as a thought partner to help the client examine and develop his or her decision-making, management abilities, experiment with new ways of thinking and being, and commit to action steps that help achieve the client’s goals.

So, who could benefit from coaching? Just about everyone in a leadership position that wants to improve or needs to improve and is willing to take the necessary steps to get there.

DU’s Executive Coaching

It’s important to note the following for prospective DU clients:

- This is a voluntary process for staff and faculty members in a leadership position. The client needs to see value in the coaching process and be willing to participate in order for coaching to work.

- DU’s executive coaches are Greg Giesen and Ken Pinnock from People Development in HRIC. Both Greg and Ken can also provide outside executive coaches, should the client prefer to have a non-DU affiliated executive coach. The client is responsible to pay the fees for an outside coach.

- Part of the executive coaching process includes a “verbal-360” where the client (in collaboration with his/her supervisor) provide a list of direct reports, peers, and internal clients to the executive coach. The executive coach will then conduct one-on-one private interviews with each member on the list, including the client and the client’s supervisor, to gather input on the client’s strengths and growth areas as a leader/manager. The results from the verbal-360 are provided to both the client and his/her supervisor and serve as the basis for the executive coaching process.

- Although the executive coach and client can meet for an indefinite period of time, the minimum amount of coaching sessions is three.

- The People Development team also provides employee and management coaching that does not include the verbal-360. Go to www.du.edu/peopledevelopment for more information under the Consulting Services tab.
**Why the Verbal-360?**

**The purpose** of the Verbal-360 includes:

- An opportunity to receive feedback from the people you impact the most.
- An opportunity to assess how you see yourself as a leader/manager in comparison to how others see you.
- An opportunity to assess and reassess your strengths and growth areas as a leader/manager.
- An opportunity to actively participate in identifying additional goals and strategies for your professional development needs.
- An opportunity to create and demonstrate a departmental culture where feedback is encouraged and viewed positively.
- An opportunity to increase your level of self-awareness.
- An opportunity to role model the importance of feedback, self-improvement, and up/down communication within the organization.
- An opportunity to be a part of something that very few leaders/managers dare to take on.

**Assessment Questions in the Verbal-360**

The Verbal-360 questions that will be asked during the interview are simple and to the point:

1. What are the leadership and/or management strengths for ________?

2. What are the leadership and/or management growth areas (areas in need of improvement) for ________?

3. What are any immediate changes (if any) you’d like to see or recommend for ________?

The Verbal-360 is meant to be an informal discussion with participants for the purpose of identifying strengths and growth areas to be used in the coaching process. The executive coach will summarize all the comments into a brief report, not revealing any names. A copy of the report will go to the client and the client’s supervisor.
The Verbal-360 Process Overview

The Four Step Process Consists of:

- **Step 1**: Identifying/securing feedback team. Notify them ahead of time.
- **Step 2**: Providing administrative support to the executive coach for setting up the 20/25-minute interviews.
- **Step 3**: Review results with executive coach.
- **Step 4**: Create an action plan/share with others.

Here are some tips on selecting the feedback team
1. We recommend a minimum of 8 and a maximum of 12 total members on the feedback team. It’s possible to add more, per request.
2. All direct reports need to be included.
3. Key peers that the leader/manager interacts with need to be included.
4. Key colleagues/clients/customers can also be included.
5. As mentioned, the leader/manager and his/her supervisor also will be interviewed.
6. It’s important for the supervisor of the leader/manager to approve the final list on the feedback team.

Example email to introduce the Verbal-360

In an effort to continually work on improving my leadership and management abilities, I have asked _________ in People Development to work with me as an executive coach. As part of the coaching process, _________ will be conducting a Verbal-360 with my direct reports, peers, and various colleagues in order to solicit feedback on my strengths and growth areas. Please know that these are private conversations and no names will be associated with any of the comments to protect your anonymity. Your openness and honesty is important in this process.

Shortly, many of you will be contacted to meet with __________ for a 20 to 25-minute interview.

Once the interviews are completed, a summary report will be created for me as part of the executive coaching process. Please know that, although I will not share the report with you, I will share my action steps as a result of your feedback. It may take a couple coaching sessions before I’m ready for that step.
Thank you in advance for being willing to be a member of my evaluation team.

### Reviewing Your Results

#### Take it All In

When you get your Verbal-360 results (and before meeting with your coach), it’s important to take your time looking over your scores and comments without jumping to conclusions, good or bad. The tendency is to look for the negatives and ignore the positives. Not good. Your feedback team put as much time into expressing your strengths as they did into identifying growth areas. It’s critical you see the balance. With that said, here are some initial areas to explore when getting your results for the first time:

1. You’ll want to explore your results at least two or three times. On the first pass, just simply look it over without any in-depth analysis. Don’t write anything down or focus too much on one area. Avoid going right to the comment section. Just take it all in.
2. On your second pass through your results, start making notes and looking more into details, patterns, and surprises. Use the questions below to help.

#### Processing Your Results

Identify particular statements or general areas that you feel would fall into the areas below. Not every statement or comment needs to fall into a one of the areas below, just the ones that stand out to you.

1. **Positive feedback and not surprising:**
2. Positive feedback and surprising:

3. Negative feedback and not surprising:

4. Negative feedback and surprising:
5. Results can sometimes be confusing or send mixed messages. What statements or comments would you particularly like to get more information/clarification on:

6. Other thoughts/notes:

Meeting with Your Feedback Team

Having a feedback team for the Verbal-360 process doesn’t end after the results are in. In fact, if done correctly, their role as your feedback team is just beginning. That’s because in order to create a culture of open and honest feedback, the giving and receiving of feedback has to be ongoing.

Below are the steps involved in utilizing your feedback team beyond the assessment. Your coach will also guide you through this all-important process. In many respects, it’s even more important than the actual assessment itself.

1. Regardless of the comments you received on your assessment, it is imperative that you thank everyone on your feedback team for participating. Let them know that you’ll be following up with them shortly to continue the feedback conversation in person. The key to remember here is that your feedback team made a time and effort investment in you and now it’s your turn to invest back in them.

2. In preparation for your follow-up meeting:
   a. Be ready to summarize and share your results/action plan. To summarize means sharing the general areas (strengths and growth areas) without getting into detail and your action items as a result. Your coach will help you with this part.
b. Ask for additional feedback on the areas where you still need more clarification.
c. Thank them again and invite them to continue bringing you feedback, as you’ll do with them.
d. Go through the same steps with your supervisor/manager.

Now the Work Begins: The Action Plan

Identify the changes that you would like to make as a result of reviewing and analyzing both the 360 feedback and your one-on-one follow-up feedback. Your coach will help you through this all-important part. Please be as descriptive and detailed as possible.

1. The changes I would like to make are:

2. The first three steps I need to take are (set target date for completing each of the actions, if applicable):

3. I can expect support from (list the people within your work group/organization that will support this change):
4. My greatest obstacles to changing are:

5. The anticipated benefits to changing are:

6. I will consider myself successful when:

Follow-Up

Next Steps

1. Pull out your action plan every couple of months to review your progress.

2. Meet with your supervisor/manager specifically to review your action plan.

3. Check-in with all members of your feedback team from time to time and ask for feedback.

4. Consider ongoing coaching with your executive coach.

5. Consider doing the Verbal-360 assessment again in a year.