
ROLES AND RESPONSIBILITIES IN THE COACHING PROCESS

COACHEE RESPONSIBILITIES *The coachee is responsible for:*

- a) Developing clear goals, committing to achieve those goals, and following through on assignments;
- b) Giving the coaching relationship and process time to develop, and to demonstrate results;
- c) Being open, truthful, and direct during coaching sessions;
- d) Being willing to be constructively challenged by the coach, and willing to challenge his/her/their own assumptions, beliefs, and ways of doing things;
- e) Being willing to attend to and reflect on his/her/their own behaviors and impact;
- f) Receiving feedback results (where applicable) with openness and curiosity; not retaliating against anyone who provides feedback, which includes not trying to attribute feedback to specific individuals;
- g) Honoring the commitments made with the coach for individual coaching sessions, not cancelling or failing to show for prearranged meetings except in a rare case of unexpected personal emergency; and
- h) Providing the coach with timely feedback about how he/she/they is experiencing the coaching and any thoughts about how the coaching could be improved.

COACH RESPONSIBILITIES *The coach is responsible for:*

- a) Maintaining the confidentiality of the coaching relationship and articulating the limits of that confidentiality;
- b) Helping the coachee design a realistic and effective plan to achieve desired changes;
- c) Holding the coachee accountable for taking actions that will realize that plan;
- d) Preparing the coachee to discuss developmental goals with his/her/their manager and other staff and to solicit their partnership in providing suggestions and on-going feedback;
- e) Providing direct and honest feedback;
- f) Compassionately challenging the coachee to step outside his/her/their comfort zone at times, in service of their learning and achieving their agenda;
- g) Being action-oriented and business-minded;
- h) Coaching for both performance and development; and
- i) Using a well-grounded coaching philosophy and a clear set of principles that guide her coaching.

CLIENT-SPONSOR/MANAGER RESPONSIBILITIES

The client sponsor/manager is responsible for:

- a) Holding the coachee accountable for results and coaching success;
- b) Providing guidance to assure that the coachee's goals are aligned with or supportive of the organization's goals;
- c) Providing the coachee with regular feedback about his/her/their performance throughout the coaching process;
- d) Allowing the coaching process time to demonstrate results;
- e) Encouraging the coachee in his/her/their efforts to experiment with new leadership approaches;
- f) Agreeing that coaching can be discontinued by the coachee or the coach at any time, and that, should this happen, the coachee will explain this action to the sponsor client; and
- g) Supporting the coachee's progress by (a) observing tangible improvements in the coachee's performance, (b) inquiring about the coachee's evaluation of his/her coaching experience and (c) noticing the feedback of others in the organization such as the coachee's peers, direct reports and customers.

CONFIDENTIALITY AGREEMENT

Confidentiality is essential to the success of any Coaching relationship. The Leader/Coachee must be able to trust that the working sessions are a safe place to discuss and disclose information relevant to their professional growth. They must know that they can think outside the box and disclose weakness and limitations without any fear of retribution.

At the same time, it is usually important that each Coaching Engagement is linked to desired workplace outcomes in addition to the Coachee's own development goals. This link is built into three-way alignment meetings, at least at the beginning of the coaching relationship, and at the end. Additional meetings can be requested by any of the involved parties (Coach, Coachee, direct Supervisor/Manager).

As a rule, the Coach will not share with anyone any information provided by the Leader/Coachee unless other arrangements have been made. Assessment results will remain the property of the Leader/Coachee and will be used only by the Leader and the Coach as a part of this process. The Coach will encourage the Leader to provide a summary of findings and review progress/status regularly with his/her/their Manager.

The Coach is expected to share:

- That coaching sessions are occurring; and
- The degree to which the Leader is engaged and committed to their coaching engagement

Reviewed in alignment meeting on (date): _____