This guide provides a framework around developing a successful coaching plan. The focus is on individual goals for team members that identify development and growth opportunities.

After reading this guide, studying the examples provided, and completing activities, you should be able to:

**DEVELOP** a coaching plan that aligns individual performance with unit and institutional goals.

**USE** a variety of methods to assist with identifying development and growth opportunities.

**UNDERSTAND** how to write effective goals and the difference between critical skills, activities and accomplishments.

**KNOW** how to use the coaching plan as an effective coaching tool.
Scheduled Coaching

Planned time for 1:1 meetings that occur on a regular basis and serve as an opportunity to level, set and refine developmental focus.

One of the goals of a coaching culture is to utilize both integrated and scheduled coaching to create a framework for successful coaching efforts. This guide is focused on scheduled coaching and how to effectively use the coaching plan tool to ensure each coach is successfully coaching their team.

Scheduled coaching sessions:

- Create a foundation for consistent coaching efforts by setting goals that help define development and growth opportunities.
- Ensure the supervisor’s coaching activities are supporting the team member’s development goals.
- Help the coach know “what to coach to” during in-the-moment, integrated coaching opportunities.

WHAT YOU NEED TO KNOW

1. The HSC Values-Based Coaching Culture will include scheduled coaching sessions between supervisor “coaches” and their team members.

2. These scheduled sessions will occur at least three times a year, and will include a formal coaching plan tool.

3. The coaching plan is a shared responsibility between the team member and the coach.

4. Team members will initiate the plan, and coaches will provide guidance in creating a coaching plan that sets meaningful goals.
An important element of coaching is identifying growth opportunities for individual team members.

The Growth Opportunity Analysis helps us understand and create a visual picture of growth --- whether it is future goals for an individual team member, future growth of the institution, or team goals a unit is aiming to achieve.

What the Opportunity Analysis does not do is help define how team members will reach their future goals, or how HSC will achieve its purpose: “Transform lives in order to improve the lives of others.”

In order to achieve this, team members need to first identify how they want to grow and how they need to grow to contribute and achieve unit and organizational goals. This is the role of scheduled coaching.
Identify Skills To Develop

Before you begin developing a coaching plan, you’ll first need to understand a basic framework for identifying skills you or your team needs to develop.

1. The framework starts with “critical skills” or competencies each team member needs to achieve success in their role. Think of critical skills as essential functions or categories of work.

2. List three to five critical skills or competencies needed in the role.

<table>
<thead>
<tr>
<th>Name</th>
<th>Most Critical Skills For This Role</th>
<th>Strength?</th>
<th>Development Area?</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Smith</td>
<td>1. Communication</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. People Management</td>
<td></td>
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<td></td>
<td>3. Project Management</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>4. Customer Service</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>5. Office Duties</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. Decide if the skill is a strength or development area. Use standards defined by your unit or rely on your own professional judgment. If you’re unsure, think about what you would reasonably expect of someone in the role.

<table>
<thead>
<tr>
<th>Name</th>
<th>Most Critical Skills For This Role</th>
<th>Strength?</th>
<th>Development Area?</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Smith</td>
<td>1. Communication</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. People Management</td>
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<td></td>
<td>3. Project Management</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Customer Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Office Duties</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: CEB HR Leadership Council © 2011 All Rights Reserved.
For Coaches: Before you identify the opportunities for growth, you should understand the skills your team members need to succeed in their current roles. Use the template below to record where your team members stand against the most critical skills and competencies for their roles.

<table>
<thead>
<tr>
<th>Team Member Name</th>
<th>Most Critical Skills For This Role</th>
<th>Strength?</th>
<th>Development Area?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.</td>
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<tr>
<td></td>
<td>3.</td>
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<td></td>
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<tr>
<td></td>
<td>4.</td>
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<td></td>
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<td></td>
<td>5.</td>
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<td></td>
</tr>
</tbody>
</table>

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Coaching Should Focus on Strengths, Not Just Weaknesses

Supervisors often fall into a habit of coaching their team to correct performance weakness. While this is critically important, it should not be the only time supervisors coach as it implies coaching only occurs when a team member does something “wrong.” By supervisors focusing coaching efforts on team members’ strengths, they can reinforce positive behaviors and further develop strengths that directly benefit your team.

Example: **Strength = Communication**

**ASK:**
- How is this strength currently used?
- How will this strength need to be used the future to continue to growth and development?

To identify how the strength is currently used, think about the activities performance.

Activities are actions that produce a result, and are typically described through the use of verbs.

Activities for communication might include:

- Writes clear and concise emails
- Listens to other team members
- Encourages feedback from others
- Facilitates effective presentations

How can you develop a strength?

**Current Responsibility:** Facilitating presentations for the team.

**Challenge:** Facilitating presentations for other departments or leadership.

By developing strengths, behaviors are reinforced for continuation, while at the same time allowing for work in areas that are energizing. The result is increased motivation and satisfaction.

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For Coaches:

As important as it is to build strengths and development areas that support, it is also important to build skills that he or she will need for future roles.

This conversation guide is designed to ensure you have a firm understanding of a team member’s career aspirations. By assuming that an individual will follow a particular career path, you risk expending effort developing skills he or she may not want or need in the future.

### Conversation Guide

<table>
<thead>
<tr>
<th>Questions to Ask Your Team Member</th>
<th>Team Member Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Questions About Your Current Goals</strong></td>
<td></td>
</tr>
<tr>
<td>What is your favorite part of your current role?</td>
<td></td>
</tr>
<tr>
<td>What would you describe as your biggest strength?</td>
<td></td>
</tr>
<tr>
<td>What one skill would you like to develop to improve in your current role?</td>
<td></td>
</tr>
<tr>
<td><strong>Questions About Your Future Roles?</strong></td>
<td></td>
</tr>
<tr>
<td>If there is one task or project type you’d like to do more frequently in your future roles, what would you select?</td>
<td></td>
</tr>
<tr>
<td>If there is one task or project type you’d like to do less frequently in your future roles, what would you select?</td>
<td></td>
</tr>
<tr>
<td><strong>Questions About My Role (as our supervisor)</strong></td>
<td></td>
</tr>
<tr>
<td>How can I best help you in your current role?</td>
<td></td>
</tr>
<tr>
<td>How can I best help you achieve your career goals?</td>
<td></td>
</tr>
<tr>
<td>Are there other individuals you would like me to enlist to help you achieve your career goals (e.g. a colleague in a role you interested in pursing)?</td>
<td></td>
</tr>
</tbody>
</table>

Source: CEB HR Leadership Council © 2011 All Rights Reserved.
The coaching plan is a tool that assists you in creating a foundation for consistent coaching efforts. In addition, it ensures the supervisor’s coaching activities support individual growth and development opportunities for each team member.

1. **HSC Key Objectives**
   The foundation of a coaching plan begins with our shared purpose, mission, vision and values, which align through the HSC Key Objectives. Looking at these first allows you to see where you and your team fit into the overall picture.

2. **Unit Objectives**
   The plan identifies the link between individual, unit and HSC Key Objectives. Remember, we find motivation when we see how “what we are doing” impacts the overall institutional goals.

3. **Goals**
   Should be driven by the individual with collaboration from the coach. Both coach and team member will share responsibility to develop goals, as a collaborative environment generates a motivation factor when it comes to performance.

4. **Measure and Target**
   It’s important to identify how team members will track their development progress. The tough part for this section is being specific enough so there is a clear understanding of what they should be achieving. The target represents the quantifiable aim for the measure.

5. **Progress**
   This box is to indicate what, if any, progress has been made towards achieving the goal. This box will be especially useful throughout the year to mark progress made towards achieving the goal.

6. **Resources Needed and Action Steps/Plan**
   Identifying resources and actionable next steps the team member will take to begin the process of achieving the goal is critical. This section is more than just a list of steps and goes beyond simply attending a training course.

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**Coaching Plan Overview**

Good coaching plans share some common characteristics:

- They are created after careful assessment by both the team member and coach.
- They leverage a team member’s strengths and focus on growth opportunities.
- They contain a plan for a team member to meet goals with coaching from his/her coach.
- They explain the standards upon which achievement of goals will be measured.
- They provide opportunity for revisiting and reassessing goals.

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The coaching plan is a tool that assists you in creating a foundation for consistent coaching efforts. In addition, it ensures the supervisor’s coaching activities support individual growth and development opportunities for each team member.
**Our Values**

It’s important for team members to identify how their goals, strengths, and accomplishments support Our Values as well as for team members to identify how their growth opportunities are connected to Our Values. These sections are to identify the HSC value or values linked to each item on their coaching plan.

**Demonstrated Strengths or Accomplishments and Growth Opportunities**

Each team member complements our shared values through his or her own actions and behaviors. By asking team members to share how they are living Our Values, we promote awareness around the behaviors and actions, that also provide a foundation for coaching.

**Personal Interests or Aspirations**

Don’t forget that the best coaches get to know their team members. This section helps identify interests of the team member. Activities and associations identified in this section may relate to work or may be focused on the team member’s personal commitments. These could include education, cross-training, volunteer, etc.
Understanding Goals

Even though a coaching plan should have goals that reflect the type of work described in each team member’s position description, the coaching plan does not have to mirror it.

How would you define the word goal?

In simple terms, a goal identifies clearly defined expectations for success. In essence, it’s what we hope to accomplish, or achieve.

In some organizations, goals become a reflection of work duties and responsibilities copied from a team member’s job position description. This is an inaccurate way to look at goals.

Coaching plans based on position descriptions generally describe activities, not accomplishments. Individual Goals on the coaching plan should identify growth opportunities for each team member and the accomplishment he/she hopes to achieve.

DISTINGUISHING ACTIVITIES FROM ACCOMPLISHMENTS

Accomplishments are the result or outcome of an activity.

Examples:
- Increased customer satisfaction
- Reduced number of patient complaints

Activities are the day-to-day tasks and responsibilities.

Examples:
- Greet customer with a smile, and promptly answer phones
- Coordinate room schedules
- File papers
The coaching plan template is designed around the S.M.A.R.T. goal method. This goal setting method is an effective way to clarify exactly what each team member needs to achieve, and helps set measures to identify if the team member has been successful.

**S.M.A.R.T. Goals are:**

| Specific | Specific goals set expectations help avoid confusion about what is to be accomplished.  
Specific goals might answer:  
- Who is responsible?  
- What must be accomplished?  
- What is the benefit of this goal? |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Measurable</td>
<td>When setting goals, it is important to set specific criteria for measuring progress against those goals. This helps with keeping on track for reaching milestones.</td>
</tr>
<tr>
<td>Attainable</td>
<td>Goals that set the bar “too high” or are “unattainable” create frustration and disengagement. Setting realistic goals that are seen as achievable creates a motivating environment for success.</td>
</tr>
<tr>
<td>Relevant</td>
<td>Each team member needs to understand “how” specific individual accomplishments and activities impact the unit and institution. This creates a level of commitment and pride in accomplishing the goal.</td>
</tr>
<tr>
<td>Time-Bound</td>
<td>The most effective goals identify a timeframe to stay on schedule.</td>
</tr>
</tbody>
</table>

A common mistake when creating development goals is to provide ambiguous targets that leave both supervisor and team member confused about what is to be accomplished.
To develop the coaching plan, begin the process by looking at the institution’s overall picture. This starts with the purpose, mission, vision, values and goals already available. Determine which ones you and your team can affect.

**CONSIDER THE FOLLOWING QUESTION:**

- What are the HSC Key Objectives and where does my unit fit into the overall picture?

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**HSC Key Objectives**

- Build culture based on values
- Transform to a high performing health science center
- Design outcomes and experiences that deliver value and extraordinary service to others
- Strengthen HSC long-term viability
Our shared purpose, mission, vision, values and goals create a foundation or framework of the overall picture for the Health Science Center. We can look at each of these as a pillar of our foundation to understand how they work together.
Developing a Coaching Plan

When determining the unit objective, you may find it helpful to focus on the customer. Understanding who you serve and what they expect from you can assist you in developing an action plan that impacts our mission and vision.

Questions to consider:
- Who do we serve—both internally and externally?
- What do they expect from us?

Step 2 Determine Unit Objectives

The next step is to identify or review your unit objectives. The objectives for your unit are “what” you will focus on to achieve the HSC Key Objectives.

Consider the following questions:
- What are the actions, projects or focus of our team that support the Key Objectives?
- Does the unit support multiple organizational goals, but not all?

Clearly tying the unit objectives to organizational objectives is key to this process. If a unit finds it does not affect organizational objectives, the unit needs to analyze the situation. It may decide to modify or eliminate certain objectives.
Developing a Coaching Plan

This step focuses on individual team member contributions to the success of the unit and organization through the development of individual goals. Before a goal to be developed, it’s important to identify accomplishments each team member needs to achieve.

The table below presents a simplified approach to identifying individual contributions through the use of the role-results matrix with columns and rows to identify individual accomplishments for unit objectives.

<table>
<thead>
<tr>
<th>Team Member</th>
<th>Unit Objective 1:</th>
<th>Unit Objective 2:</th>
<th>Unit Objective 3:</th>
<th>Unit Objective 4:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Member 1</td>
<td>Accomplishment</td>
<td>Accomplishment</td>
<td>Accomplishment</td>
<td>Accomplishment</td>
</tr>
<tr>
<td>Team Member 2</td>
<td>Accomplishment</td>
<td>Accomplishment</td>
<td>Accomplishment</td>
<td>Accomplishment</td>
</tr>
<tr>
<td>Team Member 3</td>
<td>Accomplishment</td>
<td>*N/A</td>
<td>Accomplishment</td>
<td>Accomplishment</td>
</tr>
<tr>
<td>Team Member 4</td>
<td>*N/A</td>
<td>Accomplishment</td>
<td>Accomplishment</td>
<td>Accomplishment</td>
</tr>
</tbody>
</table>

* Denotes the team member has no part in achieving that unit objective.

Supervisors: Create a matrix for your team.

CONSIDER THE FOLLOWING QUESTION:

- What must each team member, including me, accomplish to support this particular unit objective?

The accomplishments you list for each team member are possible individual goals that might be included on the team member’s coaching plan.
Developing a Coaching Plan

- If relevant, measures should include a target completion date. Without a completion date, team members won’t know when they are supposed to have the goal completed.

- Being unable to achieve a specific measure should not be viewed as a failure. Instead, use it as an opportunity to determine how and what changes need to be made to improve performance.

Step 4: Set Individual Measures

Measures are how you and your team determine if goals have been achieved. It gives your team a way to stay on track by aiming for target dates or milestones, and will have a significant impact on motivation. Tracking progress will also allow you to determine what is working well for your team, and easily identify integrated coaching moments.

First determine which type of measures are important.

- Is quality important?  
- Is quantity important?  
- Is cost-effectiveness important?  
- Is a certain timeframe or date important?

Then ask:

- How can it be measured?  
- Is there a number or percent that could be tracked?  
- What is the target number or percent?

Finally, if the goal cannot be measured with numbers, but achievement can be described, then ask:

- How will I know if the goal was achieved?  
- Is there someone else who can identify success?  
- What factors should I look for?  
- When is the target for completion?
Step 5 Progress

Once you have established specific measures that apply to the individual goal, you can discuss what, if any, progress has been made towards achieving this goal. This section will include updates towards goal achievement.

Step 6 Identify Resources Needed and Action Steps/Plan

In these sections, you can begin to write the actions needed to achieve the goal and identify any specific resources required.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Measures</th>
<th>Progress</th>
<th>Resources</th>
<th>Action Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop plan for XYZ</td>
<td>Draft completed by and ready to submit for approval</td>
<td>Scheduled brainstorming session with team on 9/1/14</td>
<td>Input and feedback from Communications and Research teams</td>
<td>Start draft by 9/5/14 Conduct at least two follow-up sessions to review draft and ask for input</td>
</tr>
<tr>
<td>Target: 10/15/14</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A common mistake when creating coaching plans is not identifying resources for success. To avoid this error, define what is needed to achieve the goals and where to find additional support.

For coaches:
By writing down how you can help the team member, you will be more likely to follow through on those commitments.

Resources may be people or equipment.
Recognize Connections to Our Values

Our values and goals support each other. When they are not in alignment, it may result in conflict, mixed emotions and even frustration.

It is important for every team member to identify the HSC values supported by their goals, demonstrated strengths and accomplishments. In addition, team members should identify growth opportunities and their connection to Our Values.

Specify Accomplishments and Growth Opportunities

The coaching plan helps coaches to coach from values, by ensuring each team member is focused on the core beliefs that drive behavior and commitment and answer the question:

How must we behave in order to achieve our vision?

Our values drive behaviors that determine attitude, choices and actions we choose each day. Mapping values to accomplishments, contributions and strengths creates an awareness for team members about his or her everyday behaviors and actions, and provide a foundation for coaching.

The following page identifies behaviors associated with each of Our Values. This blueprint will helps team members identify how we live our values in our day-to-day interactions.
Our Values

SERVE OTHERS FIRST
Encourage the growth, well-being and success of people we serve
- Empower one another to make values-based decisions
- Consider the impact of your decisions
- Be good stewards of people and resources
- Demonstrate compassion, care and humility
- Promote individual potential

INTEGRITY
Uphold the highest ethical standards
- Do what is right, not just what is easy
- Conduct ourselves with honesty, trustworthiness and dependability
- Be transparent in actions
- Own, correct and learn from successes and failures
- Demonstrate loyalty to our mission and vision

RESPECT
Treat everyone with dignity and compassion
- Gratefully acknowledge contributions and efforts of others
- Invite other perspectives and encourage dialogue
- Communicate openly in a timely, courteous and relevant manner
- Promote diversity of thought, ideas and people
- Build trust by honoring our word through actions

COLLABORATION
Work together to achieve shared goals
- Combine our strengths to discover new ideas and share best practices
- Seek opportunities to engage others and break through barriers
- Inspire one another to collectively be more than the sum of our individual parts
- Give, ask for and value feedback
- Recognize the contributions of others and celebrate successes

BE VISIONARY
Create innovative solutions in the pursuit of excellence
- Respectfully challenge the way things have always been done
- Create unique ways to provide remarkable service
- Navigate change to move us forward
- Proactively implement new ideas
Identify Personal Interests and Aspirations

Personal aspirations play an important role in our development at work. In fact, identifying personal interests that impact our growth and development is crucial to our success. It’s through our personal challenges and aspirations that we find commitment and motivation to succeed at what we do.

It’s important for coaches to have an understanding of each team member’s long-term career, personal, or educational goals. This helps ensure that coaching efforts are focused on the rights skills, relevant to the team member.

**EXAMPLES OF PERSONAL ASPIRATIONS**

- Focus on positive thinking
- Learn stress relieving techniques
- Recognize and appreciate others more often
- Improve my writing skills

Personal development can be directed at the role you are currently filling, or towards a role you would like to fill in the future.

- Learn new management skills
- Develop my writing skills
- Start a Master’s program
- Improve my time management skills
- Attend training on increasing productivity
- Take college courses and work towards graduate degree.
Quick Reference: Developing Effective Coaching Plans

1. Look at the Overall Picture
   - Start with the purpose, mission, vision, values and goals already available.
   - Determine which ones your team can affect.

   **ASK** What are the HSC Key Objectives and where does my unit fit into the overall picture?

2. Determine Unit Objectives
   - Identify or create unit objectives that impact HSC Key Objectives.
   - Focus on accomplishments of the unit, not activities.

   **ASK** What are the actions, projects or focus of our team that support the Key Objectives?

3. Determine Individual Goals That Support the Unit Objectives
   - Identify individual contributions to the unit objectives.
   - Identify accomplishments (results or outcomes), not activities (tasks, duties, work responsibilities).

   **ASK** What must be achieved/accomplished to support this particular unit objective?

4. Set Individual Measures
   - Create measures to track progress and motivate your team towards success.

   **ASK** Which types of measures are important?

5. State Current Progress
   - Determine the current state of progress towards the goal.

   **ASK** What steps have already been taken towards achieving this goal?

6. Identify Resources Needed and Action Steps/Plan
   - Write action steps that identify the day-to-day activities to be completed to achieve the goal.
   - Identify resources needed. This might be equipment or people who will provide support.

   **ASK** How will the measures be achieved?

7. Recognize Connections to Our Values
   - Identify how goals, strengths, accomplishments, and growth opportunities relate to Our Values.

   **ASK** How do you support or affect our values-based culture?

8. Specify Strengths/Accomplishments and Growth Opportunities
   - Identify how Our Values are supported by individual strengths and accomplishments.
   - Explore growth opportunities for exhibiting behaviors consistent with Our Values.

   **ASK** How must we behave in order to achieve our vision?

9. Clarify Personal Interests/Aspirations to Focus Coaching on the Right Skills
   - Discuss long-term career, personal and educational aspirations.
   - These might be true personal goals, or interests for developing skills that impact current or future roles.
A coaching plan benefits both the coach and team member.

First, it sets a plan for consistent coaching efforts across a development cycle. This ensures steady growth through continuous coaching, versus coaching “periodically” or to “put out fires.”

Next, it helps the coach focus coaching efforts on one or two critical skills and ensures alignment between your coaching efforts and the team member’s growth opportunities.

Although there are identified milestones and targeted dates to remind you to coach, the true measure of your coaching efforts is the degree to which your team member has grown and developed.