

How to Select an Executive Coach Who is Right for You



Coach Candidate Interview Guide

See <http://wiznami.com/how-to-selection-an-executive-coach.shtml> for more background information on this interview guide.

My Pre-Work

1. Identify my presenting need or problem.

What do I hope to achieve through this particular executive coaching process? Check and succinctly describe my presenting need.

- Do I have a situation-specific need?
- Do I want a more comprehensive accelerated development to advance more quickly?
- Do I want a guide as I attempt to lead significant change?
- Do I want help transitioning to take charge of a new role and team?
- Is this remedial? And I trying to hit the reset button and get myself back on track?
- Do I just want a little more self-awareness through the interpretation of 360 feedback and / or MBTI or other assessment instruments only? (Is the coach certified for this instrument?)

2. Culture of My Organization Regarding Executive Coaching

Can the coach be visible, interviewing others, or does this need to be a very low profile or no profile process?

Does anyone in my organization know about my engagement in coaching and what do they expect?

3. I am ready to engage in the coaching process?

What questions do I have about how others perceive my strengths and weaknesses?

Am I generally receptive to feedback or do I not accept feedback easily?

Will I put the time aside to fully engage in the process or am I not intellectually or emotionally available due to demands in my professional or personal lives?

Am I ready to assess my strengths and weaknesses, "warts and all?"

Interviewing the Coach Candidate

4. Context and Warm Up

How did you enter the profession of executive coaching?

How long have you been coaching? What typical kinds of coaching do you do with what level of management?

What do you consider to be your specialty, your expertise?

5. Briefly describe my presenting need or problem.

Does the coach candidate:

- Ask useful questions to probe and define the need more completely?
- Ask relevant questions for greater understanding?
- Do they seem to be pursuing a differential diagnosis of what the root cause of this problem might be - one set of issues and perhaps not another?
- Do they begin to specify my need or ineffective behaviors in terms of "what behaviors or interactions, in what situations, and with what stakeholders?"
- By their questions and comments, can they offer new insights or realistic alternatives or possibilities for improvement?

Comments:

6. Have they coached other executives with presenting needs similar to mine?

- Has this coach addressed these challenges more than once?
- From their experiences, what have they learned and what insights have they developed about what works and what doesn't work?
- What other hypotheses about the root causes and possible solutions do they have that they would want to test early in the coaching process?
- Have they worked with others at my level of management before?

Comments:

7. Given their initial understanding, what reasonable diagnostic process would they propose next? What would they propose as a follow-on coaching process?

When is the coaching process completed? When is the coach no longer needed? When does the coach go away?

How do they evaluate progress?

How does development continue without them?

As part of the process, how do they handle feedback and confidentiality? Who gets to know what?

Comments?

8. Will they be supportive of me as I struggle to change?

What is your preferred style of coaching? Are you more directive or non-directive by preference?

When you have seen clients struggling to change, what have you done to help them? Can you give me an example?

What is an example of when you have had to deliver "tough love" to a resisting client?

Have you ever been fired by a coachee? What were the circumstances?

9. Evidence of Past Success

Can they direct me to endorsements, recommendations, or past clients willing to speak with me about what their experience with the coach candidate was like?

Comments:

10. From my contact with the coach candidate so far, what evidence do I have of what it will be like for me to work with them as my coach?

	Did they listen to me with patience and interest for more understanding?
	Beyond listening, did they offer some comments or ideas that expanded how I thought about the presenting need or considered the possible development actions and solutions?
	Were they easy to talk to?
	Did they display accurate empathy - perceiving how I felt and not just what I thought?
	Do they demonstrate respect for me, the challenges I face, and accept those aspects of me that I consider to be weaknesses or shortcomings?
	Were they too directive or were they too nondirective and not proactive enough to help me have a better understanding of my need and the possible coaching process to address that need?
	Did they jump prematurely to conclusions?
	Did the coaching process they propose seem reasonable?
	Towards the end of the interview, can they describe how they have already begun to adapt their typical style to mine and my apparent preferences? For example, I am an extrovert who needs nondirective questions or brain storming to generate alternatives out loud. Or I am an introvert who needs more probing questions to draw my inner thoughts out.

Comments:

Overall: What does your gut say?

Using your intuition, what are you feeling about this coaching candidate?

Did you like him or her?

Do you really want to work with them or are you just lukewarm?

End of Document

Good luck and best wishes for a successful growth and learning experience. Be a life-long learner!