

SCHOOL OF SHADOW COACHING®

ADVANCED COACH TRAINING

Basics...

- Peripheral factors: How to prepare, contracting, interview, info packet, logistics, communicating with staff, length of contracted period, follow-up, scheduling with client and for your practice.
- Starting with the "Powers That Be" in an organization for optimal success. Working from the top down facilitates the process. When the head of an organization, company, department begins to implement some of the tools you've given them and taught them how to use in the best way for them, automatically change begins to translate down through the ranks. As well you are better positioned to market yourself to other members of the executive community and/or managers when the 'Powers that be' have seen the benefit of working with a Shadow Coach.
- When starting lower down on the management scale, it's hard enough for them to get permission to be shadowed, but even harder to implement some of the ways of doing work as the upper management hasn't yet seen the benefits. There is less chance of success when working bottom up than top down. However if that is your 'in' to the organization, then take it. With your client's permission, meet with the organization heads, describe what it is you do and ask them to give you feedback after the contract is over as to how much their staffer improved in various ways. Again a good way to market yourself for further work within the organization.
- Pace of Shadow Coaching® in conjunction with Laser Coaching® for executives. Change is dramatic, rapid and implemented on the spot. Strengths and challenges of the pace, both for the Coach and the client. Trust in the process, ongoing two-way feedback (part of the contracting process as well)
- Integration of work you do with the client and their staff, especially support staff.
- When working with an upper level executive or bureaucrat they generally have at least one support staff if not more. For them to be most effective, not only might they have to change the process of how they do work but how they delegate everyday work to their support staff. I work with my clients to see the optimal way in which to use the support they have by asking them what it is that isn't working right now that could be improved. A common stumbling block is when they do a lot themselves rather than train someone to do it on a regular basis....taking time now to save time later, not wanting to 'bother' staff with menial things (feedback showing whose time is more valuable? That of a CEO or a secretary?) In your face honest in the form of a question generally works very well. Often it's learning ways of communication that will enable the relationship to work better. I work with my clients who in turn work with their staff most effectively.
- Combining this model with another. Shadow Coaching meetings rather than specific person (and how that might tie into marketing to an entire executive management team)

- How can you jumpstart an executive coaching contract with Shadow Coaching? Or, how can you give an energy boost to a relationship that is stagnating by shadowing a meeting (watching a client interact with staff directly), shadow them with a specific end result in mind etc.
- What works best for you as a Coach? Fast and Laser or zeroing into specific issues, or a slower-paced model? Knowing what works best for you so you can give the best to your client. Discussion of benefits vs. pitfalls and how to avoid the latter. Translation of dramatic change for the client into change at home as well and possible ramifications of that. Making sure you don't become a crutch to the client for both of you: For the client to learn to self-coach as if being Shadow Coached. Helping the client become a reflective practitioner to the extent, they start 'Self-Shadowing". The best measurement of success is when you are not needed anymore.
- Spoken word vs. non-spoken word. When to step in or remain quiet. Visible or out of direct line of vision. Which does your client need at that moment in time? Laser or wait for feedback end-of-day session? Judgment vs. client request. When to say no to immediate lasering and how to present that to a client so they feel supported not abandoned.
- Marketing model, benefits of being in-house. How to market without being pushy. Indirect marketing. How to stay in touch with clients so they benefit from your expertise indirectly i.e. Ezines, Newsletters, Blogs. Keeps you in their minds and may translate to possible future work or referrals.
- Awareness is key. Translating newfound awareness to tangible change by choice. Difference of being Shadow Coached to instrumented measurements or 360° feedback (from peers, colleagues and staff)
- Observing your stance and presence as you Shadow clients. How can you reinvent yourself to better serve the needs of your client? What are you doing that isn't working? What aren't you doing that might work better? Asking for feedback on a regular basis to keep this a dynamic relationship, to make sure you are not becoming a crutch for your client, and to find out from your client how they can feel coached 24/7 when you're not around. How do you feel about that? Are you able to let go when you should or do you like to feel needed? What is the proper balance?