

COACH'S GUIDE TO DIAGNOSING AND PLANNING FOR COACHING INTERVENTIONS

INSTRUCTIONS

The following table provides instructions in how to use the “Coach’s Guide to Diagnosing and Planning for Coaching Interventions” tool. For more information about coaching interventions, please see our article [“One-on-One Coaching: Will Coaching be Beneficial?”](#).

INTERVENTION & SYMPTOMS TABLE

Page	Page Title	Instructions
2	Four Types of Coaching Interventions; High Impact Performance Coaching	Read the coaching intervention descriptions and examples and be prepared to differentiate between the four types.
3	<i>Using <u>workplace symptoms</u> as a guide to determining coaching type:</i> Intervention Planning; Symptoms Table	With a particular “coachee” in mind, put a check mark by any entry in any of the columns that describe the person you’re considering for a coaching engagement. Count the number of checkmarks in each column to determine the type of coaching intervention that is recommended.
4	<i>Using <u>career and business urgency</u> as a guide to determining coaching type:</i> Planning the Coaching Intervention; Urgency Matrix	Place the person’s name in the appropriate box; do this by considering two variables: (1) career urgency to change, and (2) business urgency.
5	Planning the Coaching Intervention; Urgency Matrix, continued	Use this interpretation guide to determine a good estimate for the type of coaching that is appropriate.

FOUR TYPES OF COACHING INTERVENTIONS

HIGH IMPACT PERFORMANCE COACHING

TYPE 1	Intervention & Corrective Action	Provides targeted help and support for a person facing a “must-change” situation	
TYPE 2	Specific Skills or Leadership Improvement	Provides coaching and training for a person on specific skill sets for a specific problem or situation	
TYPE 3	Preparation for Special Assignments or Job Changes	Helps a person prepare for a new assignment or change in job role or status	
TYPE 4	Continuous Education & Professional Development; Mentoring Engagement	Human Relations <ul style="list-style-type: none"> ▪ Communication ▪ Leadership ▪ Teamwork ▪ Interpersonal Styles ▪ Coaching Skills 	Supervisory Skills, <ul style="list-style-type: none"> ▪ Managerial Skills, ▪ Project Mgmt. ▪ Leading Teams ▪ Developing people ▪ Other

INTERVENTION PLANNING SYMPTOMS TABLE

✓	1	✓	2	✓	3	✓	4
	The person has a negative impact upon people		The person has only one or two habits that <i>occasionally</i> cause problems		A good leadership tune-up would help this person before he or she accepts a new assignment or career opportunity		Overall, the person's job performance and people skills are acceptable
	You hear frequently that the person is rude, demanding, unreasonable, aggressive, or "plays games" to get his way		Overall the person is doing okay but you would like to see some improvement in one or two areas		The person is pretty good with his or her people skills, but the job is now requiring some additional or advanced skills		You want this person to have the a general professional development opportunity but there are no significant issues with him or her
	The person is not achieving his or her business goals and your concern is now critical		The person does not take feedback or criticism well, but his or her overall performance is good		The person will do well in the next higher job, but would do even better if he or she could polish up on a few things		Like others in the peer group, the person needs to continue to work on being the best he or she can possibly be
	The person's career is in jeopardy if he or she doesn't change immediately		The person's career is not now in jeopardy but you have a concern about the future if you don't see movement in the right direction		The person must upgrade his or her skills to function effectively at the next level		The person has not received much human relations or interpersonal skill training in the past
	The way the person deals with people and problems is frequently negative		The person's business results are good but his or her people skills need improving		The person is expecting to be promoted in the near future but there are some style or performance issues that may hold him or her back.		There is a need in the organization for everyone to be more proactive
	You're spending more and more of your time repairing damage this person is doing		The person could be more effective with some specific training or coaching		The person needs to be prepped on how to operate in a new or different culture or environment		Like others, this person needs a review of basic human relations, interpersonal skills, or leadership skills
	The person will be relieved of his or her duties if there is not an immediate turn-around		The person is secure in his or her career track but you need to see better business or people results		The new job requires more vision and leadership		You want this person and others in the organization to learn how to communicate more effectively and build relationships
	Total		Total		Total		Total

PLANNING THE COACHING INTERVENTION

URGENCY MATRIX

- 1** = Corrective
- 2** = Specific Improvement
- 3** = Preparation for changing role or job
- 4** = Continuing Education & Professional Development

		Career Urgency to Change		
		Performance Management Needs		
		From low to high job threatening		
Business Urgency to Change	High Urgency for the business			
	Moderate Urgency for the business			
	Low Urgency for the business			
		Low Career Urgency	Moderate Career Urgency	High (Career) Urgency

PLANNING THE COACHING INTERVENTION URGENCY MATRIX

- 1** = Corrective
- 2** = Specific Improvement
- 3** = Preparation for changing role or job
- 4** = Continuing Education & Professional Development

		Career Urgency to Change Performance Management Needs From low to high job threatening		
Business Urgency to Change <i>Negative impact upon:</i> <ul style="list-style-type: none"> ▪ People ▪ Processes ▪ Key business measures, ▪ Internal & external customers ▪ Etc. 	High Urgency for the business	3	2	1
	Moderate Urgency for the business	4	2,3,4	1,2
	Low Urgency for the business		4	2,3
		Low Career Urgency	Moderate Career Urgency	High (Career) Urgency