

Four Coaching Conversations

Contra Costa County Local Government Leadership Academy
January 2020 through July 2020

Conversation #1 - Information Interview

Schedule: Complete by March 19, 2020

Who leads: Participant

Goals:

- Exchange information about each other
- Establish rapport
- Understand coach's career journey
- Gain insight into the high points, low points and turning points of the coach's career journey
- Stimulate reflection on the part of the participant regarding his/her own career journey

Some potential questions (from the participant):

- ✓ Can you describe your career journey?
- ✓ Looking back, what have been some high points and low points in your career journey?
- ✓ What was a "crucible experience" (an experience of great challenge and adversity) that tested your leadership? How did the experience transform you as a leader and person?
- ✓ Who was a coach or other person who supported your growth and development? What made that relationship so powerful?
- ✓ What are some current leadership challenges that you must address?
- ✓ What is your career journey going forward?
- ✓ What is one big take-away from your public service career?

Follow-up by participant: Reflect upon what you learned from the informational interview and any potential implications for your career development.

Conversation #2 - Initial Development Conversation

Schedule: Complete by April 16, 2020

Who leads: Coach

Goals:

- Help participant identify and address their hopes and dreams for the future
- Focus the participant on learning and development going forward
- Provide support, encouragement and resources for career development and advancement

Some potential questions (from the coach):

- ✓ What are your hopes and dreams?
- ✓ To achieve your hopes and dreams, what are some issues that need to be addressed?
- ✓ What choices or options do you see for action?
- ✓ May I share a personal experience?
- ✓ What is a bold vision for your future?
- ✓ Who is part of your "dream team"? Who else could serve on your dream team of coaches and advisors?
- ✓ What might you consider in terms of concrete actions going forward?

See handout "Becoming a Great Coach" for sequence of steps in conducting a development conversation.

Follow-up by participant: Reflect upon the initial development conversation; further think about your hopes and dreams, issues to be addressed and options for action; identify some practical and do-able steps in moving forward.

Conversation #3 - Follow-Up Development Conversation

Schedule: Complete by June 11, 2020

Who leads: Coach

Goals:

- Follow up on initial development conversation
- Help the participant gain clarity about action steps to promote career development
- Assist participant's focus on some tangible steps in the short and mid-term moving forward
- Provide support and resources (for example, introductions to others)

Some potential questions (from the coach):

- ✓ In reflecting upon our initial development conversation, what were some take-a-ways, conclusions or learnings for you?
- ✓ Of all the possible actions that we previously discussed, what makes most sense to you given the positive impact, time available and your other personal and work priorities?
- ✓ What resources or support do you need to effectively proceed?
- ✓ How can I help?

Follow-up by participant: Begin to take action steps to further your learning and development.

Conversation #4 - Post-Graduation Conversation

Schedule: Complete by July 31, 2020

Who leads: Coach

Goals:

- Assist the participant in reflecting upon key learnings from the Academy
- Help the participant think about seeking and securing opportunities to leverage the Academy experience and use his/her enhanced leadership capabilities
- Explore how the coach and the participant can continue the relationship (if desired)

Some potential questions (from the coach):

- ✓ What were several key learnings from the Academy?
- ✓ Given these key learnings, what are the implications for your leadership practice?
- ✓ Based on the assessments conducted during the Academy, how have you begun to "flex" your leadership style and behavior?
- ✓ In order to leverage the Academy experience, what kind of new leadership opportunities do you desire?
- ✓ How do you plan to secure these new leadership opportunities?
- ✓ Who will provide guidance and feedback as you proceed?

Follow-up by participant: Actively seek and secure new opportunities to use enhanced leadership capabilities.