



Teleclass #2

Managing Stakeholders

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ICF Key Definitions

- **“Coaching Relationship”**—a relationship that is established by the ICF Professional and the Client(s)/Sponsor(s) under an agreement or a contract that defines the responsibilities and expectations of each party.
- **“Client”**—the individual or team/group being coached, the coach being mentored or supervised, or the coach or the student coach being trained.
- **“Sponsor”**—the entity (including its representatives) paying for and/or arranging or defining the coaching services to be provided.

Our Responsibility to Clients

1. Explain and ensure that, prior to or at the initial meeting, my coaching Client(s) and Sponsor(s) understand the nature and potential value of coaching, the nature and limits of confidentiality, financial arrangements, and any other terms of the coaching agreement.
2. Create an agreement/contract regarding the roles, responsibilities and rights of all parties involved with my Client(s) and Sponsor(s) prior to the commencement of services.
3. Have a clear understanding about how information is exchanged among all parties involved during all coaching interactions.
4. Have a clear understanding with both Clients and Sponsors or interested parties about the conditions under which information will not be kept confidential.
5. Be sensitive to the implications of having multiple contracts and relationships with the same Client(s) and Sponsor(s) at the same time in order to avoid conflict of interest situations.

Sponsor and Stakeholder Involvement

- Who else might be involved? HR representative, Client's boss, and/or Executive leadership.
- The client, in partnership with the sponsors, determine which other stakeholders to include.
- The involvement of sponsors and stakeholders need to be transparent to the client.
- The goal is to create alignment— when everyone in the process share a similar vision for the engagement and developmental objectives.

Sponsor Touchpoints

1. During the interview process
2. During the contracting phase
3. (optional) soliciting feedback from a 360 assessment or interview
4. When client creates development goals
5. As support during the implementation of the plan and for providing feedback and course corrections
6. Conclusion of coaching

Adapted from *Becoming an Exceptional Exec Coach*, Michael Frish

Structure of a Stakeholder Alignment Meeting (Developmental Goals)

Coach welcomes everyone and explains the purpose of meeting is find alignment on development plan.

Then, client shares:

- Their top strengths (5-7)
- Their biggest growth opportunities (3-5)
- Specific actions they will take to achieve goals
- Measurements of success

Next, client invites stakeholders to offer feedback on goals and actions. What did they miss? What else would the stakeholder like the client to consider? How will stakeholder measure progress?

