

# The Coaching Process



**Gatto** Associates, LLC.

*ReX Gatto*  
[www.rexgatto.com](http://www.rexgatto.com)

750 Washington Road Suite 14

Pittsburgh, PA 15228

412 344-2277

[www.rexgatto.com](http://www.rexgatto.com)



The mission of the Coaching Development Process is to help Managers and Executives to develop and achieve their individual professional and personal goals. By going through this developmental process, the coachee will develop personal skills and attributes, strengthen skills and become a vital part of the succession plan. The coachee will focus on personal and professional development, enhanced performance, development of direct reports, being able to present ideas clearly and appropriately, and learning how to be an integral part of their organization. The key to success is to ensure the coachee's achievement of a professional plan for growth. It is up to the coachee, working with the coach and management team to evaluate potential and define an appropriate personal strategic plan.

The Coaching Process is a six month to a one-year four phase multidisciplinary approach to enhance coachee's skill set to becoming an effective and vibrant leader and follower in the organization. Participants in this developmental process will focus on skills, behaviors, and needed technical knowledge to become a productive force to enhance their success. The blended, multi-faceted process of meetings and conference calling with the coach/coachee will ensure individualized customization for each participant.

### **Why is this process different from others who provide coaching?**

- Throughout the process, Dr. Gatto, a Board Certified Coach (BCC), personally coaches the participants individually
- Each Participant assesses key skills and business related traits
- Each participant develops and implements an action plan
- Each participant's developmental process is customized

## **Coaching Development Process**

Dr Gatto has coached over five hundred top level management people in the development of their careers and specific skills needed to be more successful. He has developed a coaching process that includes a number of components:

### **1. Feedback**

Feedback identifies key dimensions that have been established by assessing successful organizational behaviors. Past performance appraisals are helpful in setting a clear picture for development.

The assessment feedback is based on the skills of successful people.

- Each participant will be able to identify those areas of strength and those of needed development
- Participants will have the opportunity to work with Dr Gatto to create a realistic action plan to maintain strengths and enhance needed areas of development
- If appropriate at the beginning and or end of the process, a 360° feedback assessment (designed by Gatto) may be used with a customized narrative to create a real perspective of demonstrated capabilities and potential ability of each participant
- Each participant will clearly have a direction for learning and enhancement of specific needed skills.

### **2. Development**

- Pre-readings: assigned books
- Business case studies
- Business simulations for experiential learning
- Skills Assessment
- Boss' Feedback

### **3. Coaching**

- Weekly coaching sessions with follow up call with Dr Gatto.

### **4. The Coach**

- Rex Gatto, Ph.D., is a business consultant with over thirty years experience working with organizations both domestic and international.

### **5. Individualized Approach**

- We create a development process to meet the needs of each person: each participant receives individualized attention. The coach becomes closely acquainted with each participant's developmental needs. A continual connection with the participant's boss will ensure that the developmental process is implemented and utilized in the organization and with internal and external customers. The process is rich with the understanding of how to work together, as well as recognizing common challenges facing organizations today.

*“Any organization, however, which actually believes that management and entrepreneurship are different, let alone incompatible, will soon find itself out of business.” Peter Drucker, *Management Challenges for the 21st Century*.*

## 6. Pre-work

- The participant and her/his boss discussion
- Boss discusses the participant to clarify expectations (how the participant is viewed within the organization).
- Periodically boss conference calls with Dr. Rex Gatto to discuss the developmental process and establish clear expectations throughout the process.
- Participant writes professional and personal goals
- General updates will be given **without divulging** confidential discussions within the coaching process.



*“If a leader can’t get a message across clearly and motivate others to act on it, then having a message doesn’t even matter.” Gilbert Amelio, President and CEO of National Semiconductor Corporation*

## Coach’s Responsibilities

**Coaching** ... is a collaborative process that is focused on a skill set to achieve success; for example, coaching an employee on how to give a presentation

### Potential Coaching Discussions:

- Goal setting
- Communication (interactive dynamics)
- Problem solving
- Leadership & followership
- Appraisal (implementation and measurement)
- Feedback/feed forward
- Positive self-regard
- Decision making
- Motivation
- Stress level
- Conflict resolution
- Development assessment and relapse prevention plan
- Empathy; ability to build rapport
- Interpersonal skills

## Accountability Model

**Assessment      →      Coaching      →      Conclusion-Coaching**

<b>Assessment</b>	<b>Coaching</b>	<b>Conclusion-Coaching</b>
<p>Identify and assess general and specific coachee skills as needed.</p> <p>Examples:            Leadership            Interpersonal skills            Professionalism/Image            Empathy            Communication/            Presentation            Conflict resolution            Decision Making            Develop an action plan for professional enhancement</p>	<p>The coaching is designed to assess the level and ability of the coachee.</p> <p>Each session, the coachee will focus on a different aspect of workplace action and behavior.</p> <p>Between each session, the client will have homework to complete; for example, readings, descriptive writing or assessments.            Write a session prep for each meeting.</p>	<p>The length of the coaching process is dependent on the level of skill and commitment of the coachee.</p> <p>Coachee, Coach, and Boss meet to have an overview of development. A measured difference and value to the coachee and company is discussed through the action plan implementation.</p>

## **Coaching Process in Four Phases**

The purpose of the Coaching Process is to guide the coachee to utilize their skills to the fullest extent possible. The coachee, by being comfortable with their personal styles and preferences, will accomplish this and will develop personal and work-related understanding. In addition, each will create a personal comprehensive action plan.

### **Phase 1**

Assessment of past performance appraisals, other evaluation assessments reviewed, and coaching goals establish. Develop rapport and a plan for success.

### **Phase 2**

Focus on building key relationships and the development of skills. Demonstrate change and needed executive level leadership skills. Completion of needed skills assessments on leadership, communication, self-esteem, and creation of an Action Plan for Development.

### **Phase 3**

Focus on implementing enhancement process. Implement the professional characteristics needed within the organizational culture.

### **Phase 4**

Be a resource for others as a role model. Demonstrate executive level thinking and leadership and be ready to coach others.

### **Coachee will:**

- Be given personal and professional tools
- Demonstrate the use of those tools through application in the workplace

### **Assessments:**

- Clients will be given assessments to identify their understanding of skills as needed
- Upon completion of the coaching process, clients will establish an outline to identify what they learned and implemented through the action plan.

**Call us today for more information 412 344-2277**

## About Dr. Gatto

Rex P. Gatto, Ph.D., BCC is the founder and President of Gatto Associates, LLC. Dr. Gatto's practice has been dedicated to helping people in the workplace to enhance productivity through a better understanding of themselves. He has done extensive research in the area of individual working, thinking, personality, leadership, teamwork and communication styles and their impact on the working environment. As a behavioral scientist and counselor he has devoted his energies to helping all levels of business people: CEO's, vice presidents, managers and professionals to have an enriched work life. Dr. Gatto consults on matters of organizational effectiveness, conducts training programs and also conducts one-on-one and group counseling.

As a business consultant and lecturer, he has presented to business people throughout the United States and Canada. He has presented for many professional organizations and received an outstanding speaker letter from the American Society of Training and Development acclaiming him as a dynamic and thought-provoking speaker. He has developed customized training workshops for many corporate 500 companies, hospitals, small businesses, universities and colleges, and has trained and facilitated all positional levels of business people. As a change interventionist, he has written and presented for business teams, corporations and helped people achieve an enriched, productive, and enjoyable work life.

