

Human Resources

ODE Business Coaching Process Overview

Business Coaching Defined:

Supervisory, leadership, executive, and/or career coaching is a guided dialogue between a coach and client, designed to find creative ways to address challenges, uncover new perspectives, improve performance, accelerate progress on key initiatives, and/or advance the individual's career. Conversations are based on a process called "active inquiry," a communication technique involving deep questioning to explore topics thoroughly, focus on listening, asking open-ended questions, and responding to prompts. The most common coaching topics include new boss difficulties, change management, career advancement, conflict resolution, avoiding burn-out, and strategic planning, through any work-related topic can be addressed.

Please note that this ODE service is separate from the supervisor driven, quarterly "Coaching Conversations" process during the Performance Management Cycle. For more information on that process, please click here: [Staff Performance Evaluations](#)

Scope:

The timeline, length, and frequency of coaching sessions is based on the initial intake consultation between each client and their coach. Clients should prepare up to three goals for coaching (subject to change) to share with their coach. Results will be evaluated continually, and timelines will be modified and/or extended as need. The engagement may include assessments and other information-seeking methods such as communication styles, strengths, or mindset worksheets.

A strong coach-client rapport is important for effective coaching. Therefore, at any point during the coaching process, either party can agree to end the coaching engagement, or the client can request to switch to another coach (subject to availability). Information discussed in prior coaching sessions will not be shared between coaches.

Disclaimer:

1. Coaches are not mental health professionals or counselors, life coaches, or HR Business Partners. As such, clients with any needs beyond the scope of business coaching will be encouraged to seek out assistance from the appropriate representatives including, but not limited to, their HR Business Partner, the Employee Assistance Program, or the supervisor.
2. All comments and ideas offered by any coach are solely for the purpose of aiding clients in achieving their own defined goals. Clients are responsible for their well-being during business coaching sessions and are 100% accountable for their own direction, actions, and application of coaching insights.
3. Coaching provides professional support only and does not guarantee desired outcomes such as goal achievement, conflict resolution, or continued employment.

Confidentiality:

Generally, discussions are considered confidential. Information shared during the coaching session will not be shared with anyone outside of the coaching relationship, including with the client's supervisor, leadership, or other members in Human Resources. Exceptions are as follows:

- Client indicates that they are, will, or wish to do harm to themselves or others.
- Client communicates illegal activity.
- Client communicates anything that violates UNT System-wide Policy, and/or qualifies as harassment, discrimination, retaliation or sexual misconduct.

As employees of the UNT System, the only status update ODE coaches will provide, if asked, is whether a client is showing up to their coaching sessions and if they are actively participating. Clients can voluntarily provide progress updates to their supervisors through their usual communication channels.

Coaches Responsibility:

1. Support the client's professional and organizational success.
2. Fully prepare for each meeting to ensure that the client's time is well spent.
3. Be available and supportive, including between meetings (per availability).
4. Be open, honest, constructive, respectful, and professional.
5. To be open to client's advice about how to bring more value to their coaching experience.
6. Maintain professional boundaries within the role of business coach and recommend other contacts and resources when outside of that scope.

Client's Responsibilities

1. To be committed to achieving their goals.
2. To be open to receiving coaching, including willing to hear advice and constructive feedback.
3. To attend all scheduled coaching sessions. If a session needs to be rescheduled, appropriate notice should be given, with the exception of an emergency.
4. To be present with no external distractions (cell phones, laptops, etc.).
5. To complete any reflective/introspective assignments.
6. To be open and honest during sessions, including offering feedback to the coach on how to improve coaching sessions.