

## Harvard Center for Workplace Development Overview of Coaching Programs and Services

The Center for Workplace Development (CWD) offers executive coaching for faculty leaders and senior administrative leaders (grades 60+ unless otherwise noted) in individual, group, and team settings, for those in good performance standing. Coaching is a reflective conversation focused on leveraging and enhancing an individual's or a team's skills, knowledge, abilities, and perspectives to achieve goals and further engagement in a safe, structured environment. It is a client-driven process that's distinct from other service professions, such as counseling, mentoring, consulting and training.

CWD has a cadre of executive coaches who have completed rigorous coaching programs and have several years of coaching experience both inside and outside of the university.

Interested leaders should attend an information session (or watch a recorded session) to learn if coaching is right for them, as well as which option best meets their needs.

### Roles in coaching

#### The Coach

- Asks incisive questions that may compel one to re-think assumptions, explore options, take risks, experiment, and try out new or fine tune current behaviors
- Provides readings, tools, materials, and resources
- Supports challenges
- Is not the authority or a judge
- Keeps discussions confidential

#### The Leader (or "Coachee")

- Drives the process
- Identifies what is most important to achieve and what behavior to focus efforts toward
- Sets development goal(s)
- Uses everyday opportunities to experiment and take risks
- Completes work in between coaching sessions and reflects on outcomes and learnings

## Executive coaching for high-performing leaders

Senior administrative and faculty leaders who have a current leadership challenge and a desire to take action and create a plan through an interactive process of learning and applying new behavior. Executives can receive coaching either individually or as a participant in the Focused Leadership or Group Coaching programs.

### INDIVIDUAL COACHING

**Individual coaching is a good option for leaders who want the flexibility to start coaching at any point in the year.**

- Eight one-on-one sessions over 6 months
- 360° assessment (Optional)
- Create Individual Development Plan (IDP)
- Strategize and practice behaviors to increase leadership effectiveness and professional satisfaction

### FOCUSED LEADERSHIP

**The Focused Leadership program is a good option for leaders who would benefit from both the structure and the peer component of a cohort program.**

- Five individual coaching sessions over 6 months
- Five instructor-led classroom sessions
- 360° and other assessments
- Create Individual Development Plan (IDP)
- Strategize and practice behaviors to increase leadership effectiveness and professional satisfaction
- Peer learning groups
- Formalized networking with peers across the university

### GROUP COACHING

**Group coaching is a good option for leaders who want to learn with their peers. It maximizes the energy, experience, and collective wisdom of participants to achieve individual goals.**

- 4-5 individuals per group (3-person minimum)
- One two-hour session per month for a period of six months
- Participation dependent upon completion of application and acceptance into a coaching cohort
- Prior experience with executive and/or team coaching required

## Senior Team Coaching

**Team coaching is best for teams that want to go from good to great. Designed to increase effectiveness and performance as a team, Team Coaching is a cohort program for leadership teams that runs from January through June. It includes:**

- Team self-assessment survey
- Six team coaching sessions over 6 months
- Three cohort sessions (90 min each) with teams from across the University

### **Eligibility guidelines:**

- Existing teams comprised of senior leaders (grade 60+) and their respective team members
- All team members must be benefits-eligible employees
- Team size 4 to 8 individuals
- Teams with sufficient bandwidth to participate, accounting for anticipated changes in team membership and organizational challenges
- Teams with individual performance management challenges will not be considered

## Onboarding Coaching for New Executives

Onboarding coaching helps foster a smooth transition into a new senior leadership position for both internal promotions and external hires. Onboarding coaching helps newly placed executives and faculty leaders navigate areas most critical to their success. These engagements are typically 6 months.

## Targeted Coaching

Targeted coaching focuses on a very specific leadership challenge that can be addressed in a 3-session engagement. This is offered for university leaders in grades 59 and above.