

MMC'S COACHING METHODOLOGY

Specializing in human performance, our firm has designed a powerful individual development program that integrates our core competencies:

- **Expert software systems** that enhance psychological testing and assessment
- Computerized **360° technology**
- Keen **diagnostic skills**
- Advanced **rapport-building** methods
- **Accelerated** development strategies
- Motivating and creating **true behavioral change**

By integrating these performance development technologies, we assist the candidate in assembling the three essential ingredients for high performance: **feedback** (both broad and deep), multi-lateral **motivation** to make changes, and multi-source **change partners** for their development initiative. Together these three elements serve as the infrastructure for a *Blueprint for Action*, which guides the employee's achievement of measurable results.

MMC'S Coaching Program: Four Key Steps

I. **Assess**

- ◆ Conduct a series of life-career interviews with the candidate, focusing on:
 - ✓ personal and work history
 - ✓ interpersonal experiences
 - ✓ attitudes, values, and interests
 - ✓ aspirations
- ◆ Assess the candidate, using an array of business-based psychological inventories and 360° tools, most of which are computer analyzed.
- ◆ Integrate performance management data into the assessment. Forge a consensus of improvement objectives.

II. **Plan**

- ◆ Deliver an in-depth, confidential debrief of all assessment findings.
- ◆ Identify the candidate's key strengths and areas in need of development. Highlight any limiting tendencies areas of growth potential.
- ◆ Clarify inner motivators for change and inner resistances to it. Harness the former and neutralize the latter. Explicitly specify WIIFM (What's in it for me?) and WIIFOrg.

◆ Synthesize findings into a **Blueprint for Action**

- ✓ Detail the **specific behavioral changes** required – precisely what does the candidate need to continue, start, and stop doing? Resources: computerized assessment reports and 90-plus activities for development-in-place (i.e., activities that do not require a job change).
- ✓ Identify all the **benefits** that will accrue to one self and to the organization once the change objectives are achieved.
- ✓ Similarly, identify all potential **impediments** that could hinder the turnaround effort – inner, interpersonal, and organizational.
- ✓ Specify the **action steps** required to achieve the prescribed changes
- ✓ Enlist the involvement of others. Turnarounds require support from others, playing an array of roles: coach, mentor, colleague, friend, role model, protégé, advocate. **Change requires change partners.**
- ✓ Establish **time frames** and **metrics**, against which progress is measured.

III. **Action**

- ◆ Acknowledge and reciprocate with those who gave feedback to the candidate. Enlist one or some as change partners.
- ◆ Debrief candidate's manager and involve them in the *Blueprint for Action*.
- ◆ Begin action experiments during real-time, day-to-day work life, then debrief and refine with coach.
- ◆ Adopt high-impact behavioral change techniques.
- ◆ Measure progress against plan. Design simple and practical feedback loops into work routine.

IV. **Reflect/Evaluate and Reassess/Refine**

This is the final phase of the turnaround process and works best when it is hard-wired into the Action Phase of the cycle. By designing special monitoring and evaluation tools, the candidate can regularly assess progress and then recalibrate the *Blueprint for Action*.