



## HUMADYN COACHING PROGRAM

This document describes Humadyn’s Professional/Leadership Development Coaching Program as developed by Founder and Executive Coach Kevin McNulty.

Humadyn is committed to developing your company’s greatest asset: your leaders, managers, and employees. While you are likely already heavily invested in “technical” type training, Humadyn is aware of the need to balance technical skills with the soft skills that enable those being coached to contribute their best. The practice of coaching has been successfully introduced in many organizations as one way of developing the leaders and a professional workforce. Because of the positive impact coaching activities have, leadership within organizations also identify coaching as a critical tool for improving their human capital.

Humadyn has created this document to help you better understand how coaching is used to effectively improve individual and organizational performance.

### WHAT IS PROFESSIONAL DEVELOPMENT COACHING AND HUMADYN’S APPROACH?

Essentially, coaching is the practice of a coach of helping an individual (leader/professional) pursue/achieve stated goals. In the professional realm, coaching helps professionals improve skills, be more effective in various roles, achieving better results, and leadership development. Coaching also is used to assist professionals (employee/ supervisor/manager/executive) work toward and achieve career aspirations...such as get a promotion or to become a leader.

There are several types and models of coaching. Humadyn uses a variety of models depending on the needs of the individual and organization. We often use blended approach. For instance, we use the standard GROW model, as well as a more unique model—developed by Dr. Marshall Goldsmith—known as Stakeholder Centered Coaching (SCC). Further, Humadyn has developed its own unique models to help the clients in a variety of areas to which they want to develop.

### WHAT ARE THE BENEFITS OF COACHING?

Coaching benefits the individual in a number of ways:

- 1) It reinvigorates by giving them a clearer, more structured, and methodical way to pursue their goals and aspirations.
- 2) It creates an accountability structure to better ensure success.
- 3) It provides a better understanding of their current state, roles and responsibilities, and helps them get clearer about where they are going with their professional work and career.
- 4) Because of the focus and repetitiveness of coaching, it can instill the desired change with sustaining habits.

- 5) Coaching also benefits the organization through improved performance on the part of the member being coached; thus, producing results that are both observable and measurable.
- 6) Coaching can help to align an individual goal with that of the organization.

Coaching is most effectively employed when it is used to do one or more of the following:

- 1) Addresses individual change to improve one's personal mission and within an organizational context, linking one's personal mission toward the furthering of the organizations mission.
- 2) Enables personal and professional transformation.
- 3) Supports the development of leaders for the organization.
- 4) Addresses a specific goal, problem areas or challenges.
- 5) Facilitates the re-creation of a person that values learning, redefining, and continuous development.

**Executive coaching** is aligned with principles from sports coaching such as teamwork, personal excellence, and "going for the win." But unlike sports coaching, professional development coaching is not about competition or based on win/lose. A coach focuses on helping an individual "learn what it takes" for her or him to improve existing capabilities, set meaningful goals, take action, and be accountable for his or her results. Further, a coach helps an individual understand and eliminate barriers to more effective personal and professional growth, performance, and success.

#### WHAT COACHING IS NOT

**Coaching is not "mentoring."** Mentoring is about showing a mentee "the ropes." A mentor helps the mentee understand a certain "path" to which the mentor has already been down. There are some similarities in that a mentor works closely with an individual to help develop the skills, knowledge, and relationships needed to perform better in the current position and to advance his or her career. But they are more of an advisor in that sense. A mentor is typically at a more senior level in an organization and has the professional and personal competencies to pass on organizational culture, norms, and traditions through skill and example. The mentor shares personal experiences through dialog, and often gives advice.

**Coaching is not counseling or therapy.** Counselors and therapists focus on an individual's psychological wellbeing and may spend time analyzing the past. In contrast, coaches concentrate on personal and organizational success, how well the individual is functioning within the organization, and is more present and future focused.

**Coaching is not consulting** - A consultant gives expert advice and is hired for specific technical expertise.

#### WHAT DO COACHES DO?

As stated, **coaches essentially help individuals set and achieve desired goals.** Coaches use questioning techniques and may use assessment tools to help individuals become more aware and effective. Through the insight gained from discussions, assessment tools and observations, individuals become more self-aware of their strengths, weaknesses and barriers. The coach then helps the coachee develop strategies and action plans to reach their goals...and they meet regularly to keep the client motivated, hold them accountable and moving in the right direction and at the desired pace.

## THE CHARACTERISTICS OF EFFECTIVE COACHES

**A good coach is (as much as possible) non-judgmental and relatively objective.** A good coach has a strategic and collaborative mentality. A good coach builds the coaching relationship on trust, honesty, and integrity. Coaching conversations must remain confidential between the individual and the coach in order for the partnership to work. However, sometimes the relationship extends—depending on the coaching arrangement with the organization—to the coachee’s manager who helps define the goals and provides feedback on progress. In these cases—where the organization has entered into a contract—the coach may give updates as to the progress (or lack thereof). However, the content of the conversations remains confidential.

Good coaches must demonstrate knowledge through past experience and application of basic competencies. Competencies include the ability to:

- Establish a coaching agreement
- Be an encouraging force for the client/coachee
- Establish a trusting relationship with the client/coachee
- Be fully present, attentive, and spontaneous
- Practice active and empathic listening
- Ask good questions
- Be a direct communicator
- Create and raise the client’s/coachee’s awareness
- Design and create action plans and behaviors
- Develop plans and establish goals with the client/coachee
- Help manage the client’s/coachee’s progress and hold them responsible for following through with plan

## HOW DOES A COACHING RELATIONSHIP/PARTNERSHIP WORK?

Formal coaching relationships are based on written agreements between the coach and the individual being coached. This written agreement delineates the goals and mutual expectations for how the coaching relationship will work. The individual, coach, and supervisor must be in agreement regarding the desired results of the coaching relationship.

Coaching relationships can vary in duration and complexity. A coach may use assessment instruments to help focus the coaching process. Coaching is most effective when it is conducted over a 6-12-month period. However, if the area being coached is relatively simple and highly focused the time frame can be less. “Supervisory coaching” is often on a more informal basis and can occur in the context of day-to-day, working interactions. With internal or supervisory coaching, what is most useful and paramount is the technique...meaning that the techniques used in coaching are often much more effective than performance counseling which is often more one-sided and directive (intentionally or not). Coaching involves asking questions, collaborating and helping the coachee discover their own challenges and solutions—with the assistance and insight from the coach. It’s much more of a dialogue and conversation.

## WHAT IS THE COACHING PROCESS/PHASES?

The coach uses questioning and engagement models & techniques to stimulate critical thinking,

discussions, and understanding; and further helps the client (coachee) discover areas for growth and that are directed toward the client's/coachee's goals and desired results.

It's critical that the client be highly engaged. Coaching is a "push-carry" effort with the coach pushing. However, we say that the "more the coach has to push, the less effective the coaching process and outcome." Thus, the client "carrying" means they are highly engaged—i.e., enthusiastic, interested, focused, active, and making earnest attempts at doing things that make them "stretch"—and sometimes uncomfortable.

Again, depending on the client (and may be designed differently for internal coaching), Humadyn uses a 5-Phase Coaching Plan designed by Kevin McNulty. It's based on informal research, conventional wisdom, education, and many years of experience in the fields of counseling, coaching, training, and consulting. It also has a strong dose of common sense. We use the model as a guide, so there is plenty of room for flexibility and modification as the process moves along. The following is a brief overview of the 5 Phases:

### **Phase 1: Agreement**

Formal coaching relationships are based on written agreements between the coach and the individual being coached. The agreement primarily delineates the goals and the mutual expectations for how the coaching relationship will work. The individual, coach, and manager (if involved) must be in agreement regarding the desired results of the coaching relationship. Humadyn uniquely works with a three-part/phased agreement. This coaching agreement does not solely take place at the beginning of the process (as most coaching). We add to the agreement as we move through each of the first three phases. (Learn more in the Agreement Phase Section).

### **Phase 2: Discovery (Diagnosis)**

Essentially, the Discovery Phase involves "uncovering" or discovering what the concerns, needs, and issues are for the coachee. Among many others, coaches ask questions like: Why are we here? What is driving your need or desire for coaching? Essentially it is analogous to the diagnosis of a physician. The doctor obviously can't treat or prescribe to a patient without understanding the "problem." It's essentially the same for coaching. In doing so, we use a variety of diagnostics, assessments and other simple tools and techniques to understand the client's issues, needs and areas for development. In some cases, we may enlist the support of the people who work with the client/coachee and use a "360" degree assessment—essentially asking direct reports, peers, or superiors for feedback about the client/coachee. These stakeholders help us, not only with discovery, but (if desired) also in providing ongoing feedback (and feedforward) to help us understand whether the client is being successful in their development.

It's important to note that to some degree discovery is an ongoing process throughout the coaching journey.

### **Phase 3: Planning**

Once the diagnosis/discovery is complete, we use that information to create a plan of attack. The primary purpose of the Planning Phase is for the coach and client to collaborate and develop a plan (roadmap) for success. This consists of clearly understanding the end in mind, setting goals & objectives and an overall action plan for where the client/coachee is going with their professional development/goals. This process includes measurable outcomes.

#### **Phase 4: Coaching**

While the coaching process begins from the first meeting with the client, it is within this phase where the bulk of the coaching takes place—i.e., the coach and client/coachee works the action plan. At this point they have regular sessions (as agreed upon) and in between the sessions, typically the client/coachee has areas/items to which they are working on.

#### **Phase 5: Review**

This final phase primarily involves a review and/or re-assessment of the success of the coaching journey and all that was accomplished. We do so through: Coach/Client Observations, possibly a final 360, and Stakeholder Interviews, to name a few. The goal here is to make an honest assessment as to whether the client/coachee has achieved the stated goals. We further generate a simple plan to help the client continue and sustain their development through by developing a list of lessons learned and best practices. This is critical as the goal with any coaching is changing thinking and habits that become sustainable.

#### **WHAT MODELS ARE USED IN COACHING?**

As briefly mentioned earlier, there are several types and models of coaching. Humadyn uses a variety of models depending on the needs of the individual and organization. We often use blended approach and are not stuck on a single model.

As a basic approach, we use the G.R.O.W. model. GROW stands for **G**oal, **R**eality, **O**ptions, and **W**ay forward. This offers a simple structure that provides the client a flow for getting them from where they are to where they want to be. Further, for each step in the model, coaches use a wide range a question particular to each phase of the GROW Model.

For leadership coaching, we use a unique model—developed by Dr. Marshall Goldsmith—known as Stakeholder Centered Coaching (SCC). This model is based on observable behaviors and a strong process to step through with the client. It has many accountability mechanisms and involves “stakeholders” (people who will support and hold the leader accountable to achieve their stated goal).

**See attached document for more specifics about SCC model.**

Finally, Kevin McNulty (Humadyn Founder) has developed his own models to help the clients in a variety of specific areas to which they want to improve and develop (for instance a model that helps professionals build trust and stronger professional relationships).

#### **ABOUT EXECUTIVE COACH, KEVIN R. McNULTY**

Humadyn’s Coaching Program is based on Kevin’s nearly 30-years of work in personal & professional development, human & workplace dynamics. Much of Kevin’s coaching work focuses on helping clients to enhance their professional/leadership influence and effectiveness, brand, and a myriad of soft-skills competencies (building trust/relationships, communications, change, etc.). In 2008, Kevin was mentored by a world-renowned Executive Coach, Dr. Marshall Goldsmith—who is deemed by Business Week, Forbes and other iconic institutions as one of the top 50 thinkers and thought-leaders who has influenced the field of management and executive coaching over the past 80 years. Kevin has

distinguished himself as a thought-leader in the coaching and training industry by developing several unique visual instructional and coaching models that help people grasp important soft skills concepts.

Kevin holds a Master's Degree in Business Communications (Leadership and Influence); yet believes his real education, insight, and hard-won wisdom comes from his own life experience, intense independent studies, and from working "in the trenches" as an advisor to senior leaders and professionals. Kevin has been described as one of the most well-rounded experts in the soft skills arena.

He is an accomplished professional with a diverse background including: A 20-year U.S. Air Force career to which he advised senior leaders on a myriad of organizational and people issues; a certified Marshall Goldsmith Stakeholder Centered coach; a certified coach and facilitator with the Franklin-Covey Leadership Center; and now as a personal & professional development/leadership coach and Founder of Humadyn-Life Skills Institute (2000 to present)—a company that focuses on helping individuals, teams and organizations successfully get from where they are to where they want to be.

As a leader in personal/professional development, soft skills and workplace dynamics, Kevin has coached dozens of clients and trained 1000's of people within a myriad of sectors and industries—including federal government, private sector, non-profit, international, and within academia. Kevin has authored several instructional and coaching models that are lauded for putting a practical, visual, and straightforward understanding to sometimes abstract and ambiguous concept dealing with human and workplace dynamics.

Kevin is the author of *The Gap Between Two Worlds...* (a personal development book on change and transition), *7 Laws of Learn, Growing & Changing* (eBook on continual learning and growth), and *From Limited to Limitless* (a soon to be published audio book on overcoming obstacles, limiting beliefs and achievement).

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