



# David Moont Consulting

## Progressive Coaching

As people progress from individual contributors through front line and mid level leaders and then to business unit leaders and general managers their scope of work and the skills and behaviours required for success change. People are often promoted as a result of their task orientation and achievement focus in getting results based on technical competence. In more senior positions people skills (or EQ) become of more importance. With the shortage of good talent many people are pushed to promotion very quickly and lack the experience and time in other roles to learn and develop the advance leadership skills required. They are then often at risk as they lack the leadership and people skills to succeed at the General Manager or higher levels.



Mid-level or Remedial coaching is designed specifically to support the required changes in behaviours and competencies for

- Functional Leaders or department heads who are technically competent and need to develop or improve their leadership or people skills.
- Leaders who face challenges through organisational changes
- Executives whose performance is limited by one or more leadership factors
- Executives and senior leaders at risk
- Executives facing restructures and major role changes.



Mid-level coaching normally begins with briefing from the sponsor (or the individual if requested) and will normally include some measures of insight such as 360 assessment or other methods. Verbal 360 is becoming particularly favoured by more senior levels as the quality of the information and feedback has more impact. The specific required behavioural changes are identified and a coaching plan developed and agreed to. Mid-level coaching normally requires a six month commitment which is front end loaded to get the insight and changes started and then allows time for these behavioural changes to become habits.



Mid-level coaching includes

- Insight tools, assessment materials, 360 or verbal 360 and other tools as appropriate
- Preparation of a development plan
- Formalised coaching plan
- Meetings with the sponsor at the beginning, midpoint and end of the assignment
- Coaching sessions (1-2 or more per month and from 2 hours and up) with more frequency early in the program.
- Interim telephone discussions and questions when required

Mid-Level Coaching or Remedial Coaching

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