

As part of coaching, coachees (the individuals being coached) further develop their attitudes, perspectives, and behaviors with the support of the coach (the guiding person). The following questions help clarify your expectations for the coaching and serve as a solid basis to mentally prepare for the first coaching session. Melissa also recommends reflecting in advance on questions you may want to ask the coach, such as: "What would you like to know about your coach to help you decide whether this is the right person for you to work with?"

What goals do you want to pursue with coaching?

(Check 5 ± 2 goals or define your own. By the way, the book *The Mentoring Journal* offers a selection of exercises that can help you define your goals. Available wherever books are sold.)

- ☐ Improve customer orientation
- ☐ Support management changes
- ☐ Develop leadership skills
- ☐ Improve communication and collaboration style
- ☐ Increase professional engagement
- ☐ Strengthen self-management
- ☐ Change personal working style
- ☐ Boost motivation
- ☐ Broaden self-awareness of behavioral tendencies
- ☐ Sharpen mindfulness and empathy
- ☐ Problem solving
- ☐ Reduce stress
- ☐ Ensure successful change
- ☐ Strengthen conflict-handling skills
- ☐ Reflect on professional development
- ☐ Transition into a new role
- ☐ Understand and leverage strengths

What changes do you expect after completing the coaching?

(Check 5+/-2!)

- ☐ Increased customer focus and fewer customer complaints
- ☐ Preparation for new tasks
- ☐ Improved leadership
- ☐ Better communication and ability to work with employees and stakeholders
- ☐ Stronger identification with the organization's tasks and goals
- ☐ Greater awareness of mental models, emotions, and behavioral mechanisms
- ☐ Improved quality and productivity at work
- ☐ Increased satisfaction
- ☐ New perspectives on behavior and how the environment reacts
- ☐ Resolution of personal/professional problems
- ☐ Reduced stress behaviors
- ☐ More effective change management
- ☐ Fewer conflicts
- ☐ Clarity on personal career steps and necessary actions


Who else would you like to involve in the coaching process?

(Marshall Goldsmith introduced the principle of involving stakeholders in the coaching process. You nominate people who can give you direct feedback or guidance, since they work with you regularly.)

How will you recognize the changes you've achieved?

(Imagine the coaching has concluded: Which three indicators tell you that you've reached the expected change?)

Observed
change



measurable criteria


☐ _____

☐ _____

☐ _____

☐ _____

Observed
change



measurable criteria


☐ _____

☐ _____

☐ _____

☐ _____

Observed
change



measurable criteria

☐ _____

☐ _____

☐ _____

☐ _____

What are concrete examples where you can demonstrate the results of your coaching?

(Choose typical occasions.)

☐
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Who else could observe or assess your change??

(Name two people who could notice two specific changes in you!)

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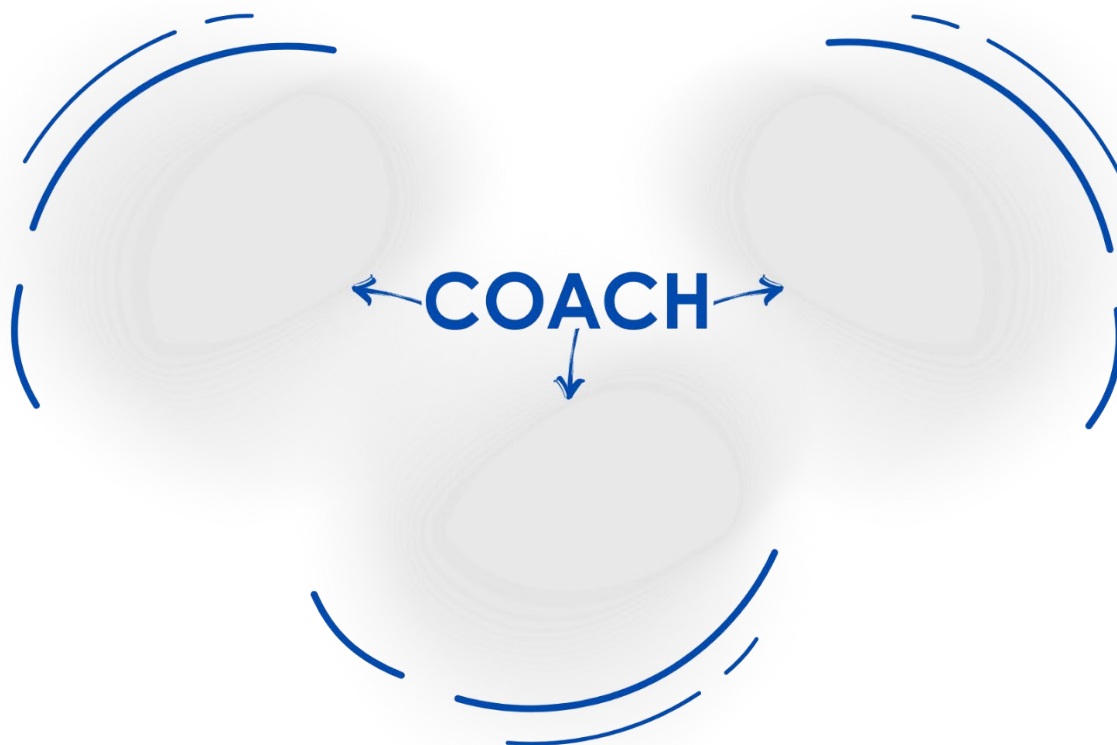
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The answer to this question is a good preparation to explain to your coach how you envision working together: What behaviors, support, or working style do you expect from your coach?



Coaching requires a willingness to change in order to achieve the desired effect. Are you aware that you need to make sure you are open to embracing this change?

☐ Yes

☐ No