

Verve COACHING

Two Types of Goals in Coaching

There are two types of goals that each play a central role in the coaching process:

- Clarifying Goals
- Expanding Capabilities
- Leveraging Strengths
- Achieving Results

1) Session Goals provide direction and focus for the coaching session itself. These are the goals that help set the agenda for today's coaching session (e.g., what you want to achieve today, in this hour, by the end of our session).

Session goals are instrumental in ensuring that the coaching you get today is always addressing the most important things on your mind right now -- providing an immediate benefit that's also highly relevant to the big picture.

Examples of Session Goals:

- To decide on a strategy for approaching a particular challenge
- To brainstorm options for a given situation
- To weigh alternatives and make an important decision
- To gain some perspective on a difficult issue
- To come up with a plan for moving forward

2) Coaching Goals, on the other hand, are related to the coaching issues at hand -- the big picture of where you're headed and what you want to accomplish over time. These goals can be either objective-oriented (e.g., to land a specific job, to win a prestigious award, etc.), or developmental (e.g., to conduct myself with grace and power, to communicate more effectively, to inspire my direct reports, etc.).

Coaching Goals set the course for the coaching engagement by distinguishing what there is to go to work on, and where you want to end up. Coaching goals provide a framework for evaluating choices, opportunities, and challenges that arise along the way -- as well as for measuring progress.

As you start to ponder what goals you have, and how coaching could help you achieve them, consider the following qualities of effective goals (adapted from Whitmore, 2009):

SMART Goals

- Specific
- Measurable
- Agreed
- Realistic
- Time-based

PURE Goals

- Positively Stated
- Understood
- Relevant
- Ethical

CLEAR Goals

- Challenging
- Legal
- Environmentally sound
- Appropriate
- Recorded