

Coaching 3.0: Getting the Most From the Coaches We Bring in to the Firm
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MARKETING

NALP in Seattle

Coaching 3.0:

Getting the Most From the Coaches We Bring in to the Firm

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Sample Slide for Image or Chart

WHAT IS COACHING?

A Vehicle: That is implemented in different ways along a continuum

Life Coaching Approach
(client has the answers inside
him/her)

Athletic Approach
(strategic, knowledge
and knowledge transfer)

- How long is each session?
- How long is the coaching period?
- What happens in each session?
- Individual Coaching or Group Coaching and why?

Coaching Advances People



- Does the coach know lawyers and law firms?
- Does the coach understand the legal marketplace?
- What does the coach know about developing rainmakers?
- What is the coach's understanding about how people grow, learn new skills, etc.
- How does the coach individualize his/her work to fit the individual?

Point

A

- What does the coach do to understand your firm, your goals, how to work with you and your team?
- How does the coaching process begin?
(assessments, questionnaires, workshops, just starts)

Point

- Does the coach have a clear understanding about how you define “Point B?”
- How is it measured?
- What are the deliverables?
- How does coaching end?

Continued into the

- How are changes maintained?
- How does the transition from outside coach to firm resources occur?

Best Practices for a Coaching Program

- Determine coaching criteria
- Determine purpose of the coaching assignment
- Identify, research and interview potential candidates
- Establish goals for the coaching process

Select and Vet Your Coaches

Determine coaching criteria

➤ Credentials/qualifications



Select and Vet Your Coaches

Determine coaching criteria

➤ Law firm experience and substantive knowledge

- ⊙ Understanding of law firms and legal marketplace. Understand major transitions.

Summer Associate

Associate

Associate

Junior Partner (NE)

Junior Partner

Senior Partner (Equity)

Law Firm Management

- ⊙ Experience/expertise in my firm's substantive area of law?

Select and Vet Your Coaches

Determine coaching criteria

➤ Experience in various types of coaching arrangements (customized coaching)

➤ Client referrals/success with similar clients

Select and Vet Your Coaches



- Determine the purpose of the coaching assignment
 - Executive Coaching
 - Coaching for a Particular Purpose
 - Legal Project Management Coaching

Select and Vet Your Coaches



- Leadership Development
- Legal Outplacement Counseling and Career Transition Coaching
- Short-Term Coaching for a Specific Career Issue

Select and Vet Your Coaches

- Identify and Research Potential Candidates
 - Get Referrals
 - Conduct Due Diligence
 - Create a Written Description of Coaching Assignment and Referrals to Potential Candidates



Select and Vet Your Coaches

- Interview Candidate and Determine Qualities You Are Seeking
 - Emotional Intelligence
 - Personality
 - Professional
 - Communication Skills
 - Specific Coaching Scenarios – Behavioral Interview



Select and Vet Your Coaches

- Establish Goals for the Coaching Process
 - Is there an articulated, simple process for each type of coaching offered?
 - Examples:
 - Business Development: Does the coach have a template for a marketing or business development plan?
 - LPM: Does the coach have or can he/she articulate executable best practices that result in managing legal costs, engaging appropriate resources, and developing budgets?

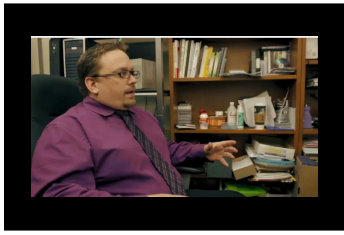
Select and Vet Your Coaches

- Establish Goals for the Coaching Process
 - Examples - *continued*:
 - LDP: IS there a process?
 - Time Management
 - Short-Term Coaching

Select and Vet Your Coaches



- ⦿ Determine Budget/Billing Logistics
 - Are costs reasonable? (Market research)
 - Different billing options for individual, small group, webinars



What differentiates Good Coaching From Great Coaching?

A great coach is someone who:

- a.** Is trustworthy and maintains confidences.
- b.** Sees your blind spots.
- c.** Is passionate about helping others.
- d.** Lives with integrity and seeks excellence in his/her own life.
- e.** Is a very good listener.

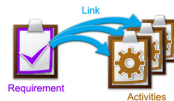
What differentiates Good Coaching From Great Coaching?

A great coach is someone who:

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- g. Sees your blind spots.
- h. Is passionate about helping others.
- i. Lives with integrity and seeks excellence in his/her own life.
- j. Is a very good listener.

Increase the ROI of Coaching By...

- Putting the right person in the program
- Interviewing coaches and make sure that there is a good match with the individual and the firm including style, diversity needs (of all kinds), approach, etc.
- Requiring Deliverables—reports, evaluations, other



Increase the ROI of Coaching By...



- Being clear about the goals of coaching with everyone involved
- Making sure the coach understands firm culture, policies, leadership, etc.
- Creating a plan to transition/integrate from outside coach to inside resources

Increase the ROI of Coaching By...

- Evaluating the effectiveness of coaching periodically
- Integrating immediate leaders into the process to assure that what happens in coaching fits with the ongoing work of the lawyer
- Informing coaching participant(s) of firm expectations such as attendance, limitations on confidentiality (if there are any)

Contact Information

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