

Hiring a Coach Resource Sheet

Questions to Ask a Coach in a Pitch:

- What is your approach to getting potentially skeptical lawyers to buy in to coaching?
- What are your core areas of coaching expertise?
- Is your approach more directive/consultative or traditional coach approach?
- Do you use knowledge management in your approach (ex: worksheets; best practices; how-tos; etc.) in your coaching?
- What additional resources do you provide?
- What assessments do you offer?
- What is included in your coaching package?
- How frequently will you provide updates on the coachees you are working with?
- Do you collect feedback as part of your coaching process?
- How do you handle coachees who cancel sessions?
- How do you establish credibility with your coachees?
- What happens if the coach and coachees are not a fit?
- How do you measure the ROI/metrics of the coaching engagement?
- What are your best strategies for helping lawyers break through resistance to doing the work of coaching?

Potential Components of a Contract:

- Clarity of fees and how fees are billed
- Scope of work
- Timeframe/timeline of the length and duration of the coaching engagement
- How cancellations are handled
- How confidential firm information (both written and oral) is handled by the coach
- Non-disclosure language

International Coach Federation Core Competencies:

these can also be used to interview coaches.

A. Setting the Foundation

1. Meeting Ethical Guidelines and Professional Standards
2. Establishing the Coaching Agreement

B. Co-creating the Relationship

3. Establishing Trust and Intimacy with the Client
4. Coaching Presence

C. Communicating Effectively

5. Active Listening
6. Powerful Questioning
7. Direct Communication

D. Facilitating Learning and Results

8. Creating Awareness
9. Designing Actions
10. Planning and Goal Setting
11. Managing Progress and Accountability

NALP ANNUAL EDUCATION CONFERENCE – 2018
Everything You Want to Know about Coaching but Didn't Know Who to Ask
April 27, 2018 – 10:45 a.m.

Books/Other Resources:

1. Roadmap: The Law Student's Guide to Preparing and Implementing a Successful Plan for Meaningful Employment by Neil Hamilton
2. The Completely Revised Handbook of Coaching: A Developmental Approach, 2nd Edition by Pamela McLean
3. Coaching for Performance: Growing People, Performance and Purpose by John Whitmore
4. The Coaching at Work Toolkit: A Complete Guide to Techniques and Practices by Perry Zeus & Suzanne Skiffington
5. Effective Group Coaching: Tried and Tested Tools and Resources for Optimum Group Coaching Results by Jennifer Britton
6. The Handbook of Coaching: A Guide for the Leader Coach by Sharon Ting and Peter Scicso
7. FYI: For Your Improvement—A Guide for Development and Coaching by Michael Lombardo and Robert Eichinger
8. The Creative Lawyer by Michael Melcher (2nd Edition)
9. Essentialism by Greg McKeown
10. Career Anchors: The Changing Nature of Careers Self-Assessment by Edgar Schein & John Van Maanen
11. Strengthsfinder 2.0 by Tom Rath

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Coaching Certification Organizations:

1. Hudson Institute of Coaching: <https://hudsoninstitute.com/>
2. Georgetown Executive Certificate in Leadership Coaching:
https://scs.georgetown.edu/programs/388/certificate-in-leadership-coaching/?utm_source=Bing&utm_medium=cpc&utm_campaign=FY18_Search_PC_Georgetown&utm_content=Leadership+Coaching&utm_term=georgetown%2520executive%2520coaching
3. CTI: www.coactive.com
4. iPec: www.ipeccoaching.com
5. NYU: <https://www.sps.nyu.edu/professional-pathways/topics/leadership/coaching.html>
6. Columbia: <http://www.tc.columbia.edu/coachingcertification/>

Law Firm - Case Study 1

Judith is an equity partner in the Bankruptcy Department. She works quite a bit with the current practice group leader and historical rainmaker who is set to retire soon. Judith is well-positioned to inherit his clients. Clients love her and she is known for her tough negotiation style and responsiveness.

Judith is balancing a more than full time practice and family life with a husband who travels and two young girls. She has always been upbeat and friendly, perhaps a bit casual, but recently seems frazzled, disorganized and rushed—even a bit disheveled. She can be a bit of a party person, and clients love this about her, although in the more conservative firm climate, this is viewed negatively.

Judith serves on an important Firm committee, and has performed well, but hasn't risen to leadership. She is known as a team player, within and outside of the department, sharing credit and helping others. Management thinks she has leadership potential but feels she needs some help to “take things to the next level.”

Other partners in her practice area, which is internally competitive, would love to share in Judith's work and perhaps sense that she is vulnerable, as she isn't viewed as a top rainmaker (even though her book of business is more than respectable). Her internal reputation is worse than her reputation with clients.

1. What are the issues presented in the case study?
2. Which of these issues are best addressed by coaching (external or internal)? By other approaches (mentoring, training, therapy, etc.)?
3. What additional information would you find useful in this scenario and why?
4. How could coaching help this individual?
5. What role can a non-coach PD or law school professional play in this scenario?
6. Are there any open questions you have for the panel resulting from the scenario?

Law Firm - Case Study 2

Randall is a second year associate in the Tax Department and is African American. He has a math background and is very precise and detail oriented. His work is practically perfect and he gets high marks for drafting.

The department is very collegial and likes to debate and argue tax positions internally. The associates in the group are very close and eat lunch together often

Randall is very quiet and reserved. He is welcomed by the group and has integrated with the other associates. Randall does not engage in the tax debates, but takes copious notes and soon becomes the go to associate for updating form documents and boilerplate. When Randall feels comfortable, he does open up and is very personable.

Part of the business development for the department involves client entertainment and giving speeches. Partners fear that Randall, given his quiet nature, will not be good at these types of activities, and are reluctant to give him these opportunities. Some partners, who embrace the internal dialogue of the department, prefer to work with other associates who are more outgoing. You are the Professional Development Manager and you have become friendly with Randall. He tells you that he is gay and a first generation professional in his family—two facts which impede his comfort level with the group. No one is discriminatory, but the group has no other openly gay lawyers or staff. Also, because of his background, he tells you that his family drilled into him not to question your elders, to only speak when spoken to, and, to be as unassuming and quiet as possible. Randall is finding it difficult to reconcile his background and the norms of the department he is in.

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Law School - Case Study 1

Brandon is a third-year student at ABC Law School. He has high grades, excellent writing skills and a strong advocacy record. Although Brandon was named Student Advocate of the Year by his moot court team, he struggles to connect with peers and colleagues. He avoids social gatherings and networking events, and prefers to 'stick to the work.' In one-on-one settings, however, Brandon tends to open up.

Despite his many successes in law school, Brandon has not yet secured permanent employment. He interviewed regularly in the fall (with at least 10 employers), but now that graduation is approaching, his interest in applying for positions has waned and he's begun distancing himself from the Career Services Office.

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