



# NASA Training and Leadership Development

## **Agency Coaching Program**

## **Coaching Philosophy and Guidance**

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## NASA Coaching Philosophy

Coaching is an intensive one-on-one professional relationship that is structured toward accelerating the development and effectiveness of high potentials in the Agency. Coaching is targeted at key roles within an organization in support of mission success.

The overarching goal is to produce results that are observable, measurable, and commensurate with the performance requirements of the person being coached.

A primary focus is placed upon increased awareness, accelerated development, and alignment of the individual and organizational goals.



# Assumptions

- The coaching relationship focuses on a specific topic or area of development.
- The coaching relationship takes place over a defined period of time commensurate with the coaching topic.
- At the end of a coaching relationship the coachee will:
  - Have an increased capability to work more broadly and productively around the topic.
  - Be able to sustain his/her learning around the topic beyond the coaching relationship.
  - Show results that positively impact the organization.



# Assumptions

Coaching is one developmental tool available to employees and should be used in combination with the full spectrum of Training & Development opportunities.

Please visit <http://nasapeople.nasa.gov/Training/default.htm> for additional information on the complete portfolio of development options.



# Vision for Coaching

To provide strategic coaching engagements in support of building leaders, building technical excellence, and building effective organizations to achieve mission success



# Strategic Coaching Options

- **High Potential/Key Roles**
  - Coaching for Supervisors
  - Coaching for Senior Leaders
  - Coaching for Executives
  - High Potential Leadership Development
- **Accelerated Learning & Development**
  - Systems Engineering Leadership Development Program (SELDP)
  - Leading Through Effective Communication (LEC)
  - Mid-level Leader Program (MLLP)
- **Transition**
  - Coaching for New Supervisors
  - Coaching for New Executives
- **Targeted**
- **Skill/Topic**



# Strategic Coaching Options

- **High Potential/Key Roles** - Engagements designed around the needs of the individual being coached. Coaching will focus on individuals who demonstrate a high potential for leadership and/or are assigned a key role with significant responsibility within the organization.
- **Accelerated Learning & Development** - Engagements designed to accompany the learning within a leadership program or course. Coaching will address individual participant development needs as well as specified topics associated with course content.
- **Transition** - Engagements designed around Transition best practices, the needs of the individual being coached, as well as the specific organizational situation. Coaching will focus on Executives and Supervisors within 1 year of their appointment.
- **Targeted** - Engagements designed to address a discrete, well-defined issue. A team of coaches will be brought in to deliver on-the-job, just in time coaching around a specific topic to a large audience within a short amount of time (i.e. 2-3 days).
- **Skill/Topic** – Engagements designed to address a discrete, well-defined leadership topic (i.e. leadership presence, goal setting, work unit advocacy). Coaching will address the needs of the individual.



# Policy & Guidance

**Length of time for coaching engagements** – is determined by the type of coaching engagement.

- 12 hours = 6 - 8 months
- 24 hours = 9 -12 months

## **Extensions**

- Extensions will be granted on a case by case basis and should be the exception not the rule. Requests should be discussed as early as possible with the Center and Agency CPM for approval.
- Coaches and clients should be working to complete their work within the specific coaching hours.
- Extensions are considered for approval if:
  - Funding is available
  - Additional time is needed to work on the same topic addressed in the original coaching engagement



# Policy & Guidance

Coaching engagements are available to all levels of leaders at NASA. Refer to the NASA Coaching Application for specifics around topics and areas of development.

## **Coaching Engagements are approved if:**

- There is funding to support a new engagement.
- Coaching is the appropriate developmental tool for an employee given their desired outcomes and current situation.
- The request is in-line with the Agency coaching philosophy and falls within one of the strategic coaching options/areas.
- Coaching is encouraged by the employee's supervisor.

## **Coaching Engagements are not approved if:**

- Coaching is being used as a remedial action or performance management tool
- Other development opportunities should be considered first such as a leadership development course/program.
- The employee's supervisor is not supportive of a coaching engagement.
- The request is not in-line with the Agency coaching philosophy and does not falls within one of the strategic coaching options/areas.
- There is not funding to support a new engagement.



# Policy & Guidance

## Communication between coach and client

- Phone coaching is the standard means of communication within a coaching engagement. Face to face coaching is available if the coach is local to your center.
- Clients and coaches are encouraged to use technology if their coaching discussion warrants connection beyond a phone conversation.

## Additional Projects/Work with clients

- Coaching hours may only be used for actual coaching
- Any work outside of coaching must be contracted separately from the coaching engagement.
- Additional activities such as OD and consulting services should be discussed with the center CPM before any activity begins.



# Policy & Guidance

## Other activities in support of coaching

- The Agency supports a certain amount of coaching hours designated to other activities beyond the coaching conversation and in support of the coaching engagement (ie assessments, data collection, feedback, etc.)
- Specified hours are identified in the Coaching Agreement
- Modifications from the number of hours designated in the Coaching Agreement must be discussed and approved by the Center and Agency CPM.

## Data collection and feedback

- NASA recommends the use of the NASA 540 Assessment as the standard means of gathering feedback from a clients' peers, supervisor(s), mentor, suppliers, and customers.
- Please contact the Center CPM for additional details.

## Concurrent coaching engagements

- The Agency does not encourage back to back coaching engagements.
- Coaching is one tool in the development portfolio and all options should be utilized.



# Policy & Guidance

## Other funding options for coaching hours

- Center funds can be placed on the Cambria contract for coaching hours.
- Agency coaching philosophy, guidance, and processes must still be followed when using center funding.

## Coaching engagements within 1 organization

- The Agency recommends no more than 4 engagements per coach within a single organization.
- More than one coach working within an organization promotes diversity of thought, technique, and style allowing for the greatest development of the client and benefit to the organization.