



# NASA Training and Leadership Development

## Agency Coaching Program 2010 NASA Coaching Strategy



# Major Updates

- Expansion of coaching to all levels of leaders
- Proactive vs. reaction selection of coaching clients
- Stronger, more intentional link of coaching to the NASA Leadership Model
- NASA standards around structure, length of time within engagements, and delivery of coaching
- Use of the Metrics that Matter (MTM) tool to evaluate engagements
- Inclusion of coaching in SATERN, recorded on participant learning history
- Change in funding strategy
  - Agency priorities
  - Center slot allocations
  - Center funded engagements
  - Program funded engagements



# NASA Training and Leadership Development

## Developing People To Accomplish the Vision

### Building Leaders

Helping Individuals Across NASA to Become Leaders at all Levels

- Agency Residential Courses
- Long-Term Development Programs
- Center Leadership Programs
- Coaching
- Mentoring

### Building Technical Excellence

Helping Individuals Achieve Mission Success Through Technical Expertise

- Academy of Program/Project and Engineering Leadership (APPEL)
- NASA Functional Areas
- Technical Certifications
- Technical Conferences
- Center Technical Courses and Programs

### Building Effective Organizations

Helping Organizations Transition from Their Present to Desired State

- Organization Development
- Team Building

### Training Operations

Career Pathing/ Career Development/  
NSSC/Training and Development Systems/  
Evaluation/Assessments

### Foundational Plans

Leadership Framework/Leadership Model/Succession Planning

## Vision for Coaching at NASA

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

# Definition of Strategic Coaching

Strategic coaching provides a variety of coaching options tailored to organizational and individual needs & outcomes. This approach provides different delivery methods all working in support of developing leaders and achieving mission.

# Strategic Coaching Options

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

# Internal/External Coaches

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

# High Potential/Key Role

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.

Coaching engagements within this category include:

- **Coaching for Supervisors** (12 hours, non-executive, typically GS13-15) – employees who have been in a supervisory role for more than 1 year. Standard engagement time is 6-8 months.
- **Coaching for Senior Leaders** (24 hours, non-executive, GS 15) – senior leaders who have been in a role for more than 1 year. Standard engagement time is 12-18 months.
- **Coaching for Executives** (24 hours, executive) – executives who have been a part of the SES, SL, ST cadre for more than 1 year. Standard engagement time is 12-18 months.
- **High Potential Leadership Development** (24 hours, non-executive) – GS 13s & 14s who have shown tremendous potential for development and are not currently involved in a long-term leadership development program. Standard engagement time is 12-18 months.

# Accelerated Learning

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. Coaching engagements within this category are associated with short and long-term development programs at both the Agency and Center level, vary in length, and are all non-executive.

Examples within this category include:

- **Systems Engineering Leadership Development Program (SELDP)** – 24 hours per participant, coaching takes place throughout the program year as well as 3 months after the program ends in support of participant transition/re-entry.
- **Leading Through Effective Communication (LEC)** – 6 hours per participant, coaching begins after the course to solidify learning and lasts for up to 3 months.
- **Mid-level Leader Program (MLLP)** – 12 hours per participant, coaching takes place during the program year.

# 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.

Coaching engagements within this category include:

- Coaching for new Executives** (24 hours, executive) – SES, ST, and SL employees within 1 year of executive service to NASA. Standard engagement time is 12-18 months.
  
- Coaching for new Supervisors** (12 hours, non-executive, typically GS 13-15) – employees who have been in a supervisory role for less than 1 year. Standard engagement time is 6-8 months.

# 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 Coaching

Engagements designed to address a specific leadership skill or topic.  
Coaching will focus on the needs of the individual being coached.  
Available to any individual within an organization.

# Application Due Dates

Coaching applications will be accepted 4x per year to fill both Agency and Center funded engagements:

- November 9, 2009
- March 9<sup>th</sup> , 2010
- June 1<sup>st</sup>, 2010
- September 1, 2010