



PROFESSIONAL GROWTH PLANNING

Many successful business leaders believe their time is best spent helping their people grow. However, when innumerable other events compete for their valuable time, opportunities to enhance employee performance are often delayed or missed entirely.

KRH Consulting provides services that help busy executives address the professional development of their people. This process has proven especially valuable for those employees in, or aspiring to, leadership positions.

Although always tailored to the unique needs of the organization and individual involved, the process (which typically occurs in conjunction with the annual performance evaluation cycle) includes the following phases.

PHASE I

- **MUTUAL COMMITMENT**
The employee, supervisor and coach discuss the current situation and establish a mutual commitment to the process, timeline, expected outcomes and confidentiality.
- **DATA GATHERING**
The coach collects pertinent data to assess the employee's present level of performance and potential for further development. The coach conducts an in-depth interview, administers relevant objective tests, and interviews a 360° sample of colleagues.
- **FEEDBACK AND DISCUSSION**
The coach provides candid feedback and discusses the findings with the employee. The employee develops a clear understanding of his/her skills, interests, values, style, and personality and how they contribute to or hinder success. Highlights of the report are also reviewed with the supervisor.

PHASE II

- **ACTION PLAN DEVELOPMENT**
After the employee and the supervisor have thoroughly studied the assessment results, they meet again with the coach to design and establish an appropriate professional growth plan.

PHASE III

- **IMPLEMENTATION AND MONITORING**
During the first year of implementation of the professional growth plan the employee, supervisor, and coach meet (either in person or on the phone) for ongoing coaching, to review progress and to make any necessary adjustments in the plan. Meeting times, frequency, duration and location are established at the time the action plan is developed.

PHASE IV

- **EVALUATION**
After the plan has been in effect for approximately one year the coach gathers follow-up data, shares results with the employee and the supervisor, and together they discuss ideas for further professional growth.