

## Coaching

1. **Context in which used:** Targeted individuals need individual support applying, adapting and/or evaluating specific performance improvements
  
2. **Behavior change**
  - a. Skills building                     ◆◆◆◆
  - b. Conviction                         ◆◆◆
  - c. Role modeling
  - d. Reinforcing mechanisms         ◆◆
  
3. **Objectives:** Targeted individuals...
  - a. Apply and adapt specific performance improvements to their circumstances
  - b. Are able to evaluate the effectiveness of the improved practices
  - c. Are able to evaluate the benefits of the targeted improvements
  - d. Are able to identify and pursue additional performance improvements linked to the targeted improvements that will generate additional benefits
  
4. **Preparation**
  - a. Agree upon beforehand, with the target individual, the specific objectives and expected outcomes of the coaching session. Includes
    - The performance practice to improve
    - What you and the individual will do together
    - Time, place and things the target individual needs to have prepared (\*see Ownership & Sustainability issues)
    - Expected means of evaluating the effectiveness and benefits
  - b. Develop any examples, forms and templates, or other materials that could be helpful in applying or adapting a particular improved practice
  
5. **Delivery**
  - a. Reiterate and clarify agreed upon objectives and outcomes
  - b. Observe current or improved practices and provide feedback on processes, mechanisms and/or actions to undertake the improved practice  
AND/OR
  - c. Develop with individual the processes, mechanisms and/or actions to undertake the improved practice
  - d. Ensure that mechanisms are in place to evaluate the benefits of the improved practice
  - e. Determine with the individual a timetable for follow-up and the things that should be accomplished by then (\*\*see Ownership & Sustainability issues).
  - f. N.B. While a collaborative activity, the coach primarily intervenes with guiding questions to enable the individual to draw conclusions based on their knowledge and experience in order to make the performance improvement the best fit with the practicalities of the business and in anticipation of future improvements.
  
6. **Follow-up**
  - a. Conduct After Action Review (with individual, if appropriate)
  - b. Gauge adoption of improved practice by individual and help trouble-shoot unanticipated results
  - c. Help individual manage expectations of benefits (most benefits are not immediate)
  - d. Ensure compliance with mechanisms for measuring benefits of improved practice

*Feed the Future Agricultural Inputs Activity*

- e. Introduce additional performance improvements to build from those improvements underway as and when warranted (\*\*see Ownership & Sustainability issues)

**7. Ownership & Sustainability issues**

- a. \*Compliance by the targeted individual to the agreed upon time, place and preparations needed is an important indicator of interest, willingness and commitment
- b. \*\*During agreed upon follow-up times, the facilitator should be able to see specific progress
- c. \*\*\*The eventual willingness and interest of the targeted individual to continue to improve performance is an important indicator of their commitment and the value to the facilitator of the targeted individual as a possible role model to others
- d. Coaching is one of the most intensive uses of a facilitator's time and resources. It has the potential to achieve great results but only if the targeted individual or firm emerges as an influential role model.**

**8. Possibly combined with...**

- a. Training: a one-on-one training could introduce new skills and serve the facilitator as a way of improving his/her own training skills outside of a formal training session
- b. Cost-sharing: especially if the agreed upon improved practice needs to be piloted in order to demonstrate the benefits and refine the improved practice for expansion