



Summary: A high degree of trust is needed in coaching high achievers

Conclusion: Coaching high performers requires the coach to challenge the individual, remain agile to changes in the coaching processes, and quickly add value.

Reference: **Coaching High Achievers** by Jones, G, and Spooner, K. Consulting Psychology Journal: Practice and Research, Vol. 58, No. 1, 40-50.
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Why this Article is Important: As more organizations use coaching as a tool for development, the need to distinguish between coaching high performers versus other types of coaching take on greater proportions. This article looks at the interviews from 14 high achievers and 7 coaches from business and sports. Through content analysis, the authors identify themes and group the coaching needs of high achievers, as well as the implications for coaches undertaking this type of highly personalized developmental engagement.

Major Findings: Results demonstrate that coaching high achievers differ from other types of coaching in three ways: (1) coaches need to remain flexible to the many changes that occur in a fast paced environment - including goals of coaching and content of the conversations, (2) high achievers need to be challenged in their thought processes and stretched in their abilities, and (3) add value as quickly as possible. The authors found one additional item that is the foundation for coaching high achievers – that of building trust in a relationship. This is the cornerstone which exists through all relationships, and coaching high achievers is no exception.

What does it mean to you?

- a. Coaching high achievers requires a different approach than coaching other populations in your organization.
- b. Coaching high achievers needs to fit into a larger role in the talent management cycle within your organization.
- c. Coaching high achievers takes time and requires not only a good fit between the coach and coachee, but also requires a high degree of trust and is essential to successful coaching outcomes.