



AAL's Approach to Professional Coaching

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About AAL

AAL is a collaborative of scholars, coaches, educational specialists, and leaders who assist organizations and individuals to strengthen their unique value through results-driven consulting, coaching, and professional development. AAL's clients and partners include universities, associations, and corporations worldwide.

More information about AAL and its clients, programs, and consulting staff can be found at www.AALgroup.org.

About the Author

Dr. Judith Albino is a certified coach with extensive experience in higher education. Her executive coaching includes individual leadership, career, and candidate coaching, as well as team development and leadership. Dr. Albino's experience includes several roles at the dean and vice president levels, as well as serving as a faculty member in medicine, dentistry, public health, and psychology. She is President Emerita of the University of Colorado and former President of Alliant International University. Dr. Albino has over 40 years of scientific research, including service as a leader of NIH health disparities research center and Co-Director and Scientific Editor of the Surgeon General's Report on Oral Health. Dr. Albino received her doctorate degree in psychology from the University of Texas at Austin and the Certificate in Professional Coaching from the Zicklin School of Business of Baruch College, City University of New York.

For information about AAL's coaching services, please call 404-350-2098 or visit AALgroup.org/executive-coaching.

AAL's Approach to Professional Coaching

AAL's coaching is based in science, grounded in experience, and proven in practice. We focus our efforts and knowledge on facilitating the learning of individuals who choose to build performance excellence in their leadership roles. Coaching is most effectively implemented with individuals who agree to participate as active learners in the process and who are supported by their supervisors. We believe every coaching engagement should begin with data collection and observation at both the individual and organizational levels. Based on feedback from these processes and beginning with the client's strengths, we work together to create a development plan that acknowledges the context of organizational demands and moves the client towards increasing excellence in his or her current leadership role.

Leadership development is a journey, not a destination. As our interpersonal roles, the demand qualities of our positions, and the goals of organizations change, so the journey also changes. All leaders have strengths, and those strengths offer the best starting point for building more effective behavior patterns in the workplace. It is also the case that overdependence on our strengths can leave us inappropriately equipped for certain situations. Understanding this last fact creates the drive to learn new skills and behaviors. Given the opportunity to receive context-specific feedback about behaviors and relationships, and with skilled support in learning from that feedback, executives, managers, faculty, and staff can learn to identify and employ the behaviors and approaches that will be most effective in various situations.

A coach's role is to facilitate, guide, and support the learning that is required for understanding and changing workplace behaviors. A working partnership with a coach

can function to minimize stress by sharing the journey of leadership development.

Put more simply, we work with clients to:

- Increase self-reflection and awareness;
- analyze their situations objectively;
- understand their strengths and areas for development;
- define their strategic leadership needs;
- examine their motivational structures;
- support their choices of new or adjusted leadership behaviors and practices;
- strategize tactics for specific leadership challenges;
- integrate their new experiential learning and behaviors to facilitate application in current and future work environments; and
- realize their models for excellence in leadership.

Our Values and Beliefs Related to Coaching

We believe all of us owe our best to the organizations that employ us, to the constituencies that support those organizations, to the people with whom we work—and certainly, to ourselves. Being the best we can be first requires knowing and understanding our strengths, our motivations, and our habits of mind, and then developing the ability to use those capacities appropriately in the various settings in which we work and live. We believe our clients have within them the capacities to achieve these things and that our job as coaches is to help them find those capacities through strategic learning.

In pursuit of our clients' strategic learning, we focus our coaching on facilitating their efforts to build performance excellence in pursuit of their leadership goals. Coaching begins with data collection, followed by the exploration and understanding of feed-back gleaned from data. Our coaches are experienced in integrating data collected through standardized and customized assessment

tools and more subjective interview formats. In providing feedback to clients, we begin with strengths, as they are the means through which clients can identify and address the gaps between current and desired practice. We encourage clients to focus on messages, rather than measures, as we walk with them through the translation of feedback into personally meaningful choices and action steps to address their development.

Development planning is primarily a cognitive-behavioral activity. We work with clients to identify specific behaviors that address the characteristics or traits that others see in them, and we support them in identifying target behaviors for change and in shaping strategies for accelerating their progress toward those goals. We serve as sounding boards, and we serve to keep development on track. We provide a lower risk environment for self-exploration, and we provide a testing ground for new ideas and thoughts about the clients' goals, strategies, and directions. Our experience in working with faculty and administrators in higher education has taught us these individuals usually engage with the coaching experience quickly and, once they identify challenges, eagerly seek strategies and tools for addressing development needs. They require less

processing time than clients in some areas, although they may need to talk through scenarios before adopting new behaviors.

The sole business of AAL is advancing individual and organizational performance. AAL has extensive experience working with individuals and groups in academic health centers, medical and dental schools, the other health professions, not-for-profit, and for-profit organizations. We understand the structures that are essential for programs to achieve real growth in leadership, and we are prepared to support those efforts by working with individuals to maximize their learning. AAL is also experienced in integrating coaching into professional development programs. Most of AAL's professional development experiences include one-on-one coaching. When requested, AAL tailors programs to the specific needs of institutions. Specific programs have included work in areas such as change management, team building, leadership coaching and development, and analysis and development of structures, systems, and curriculum.

For more information about AAL's coaching service or to schedule a free consultation, please visit:

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