



## Executive Coaching or Training?

The following should be used for initial guidance on whether a desired service is within the category of training or executive coaching. Training is about *transferring* knowledge while coaching is about *enhancing* knowledge (or skills), in other words, development.

The following factors are relevant in designating a service as **TRAINING**

Transferring Knowledge	Provides pre-determined set of information, knowledge, and skills development
Audience is Primarily FIU Faculty and Staff	Faculty, Administration, and Staff; Student Assistants; Temporary Employees who require specific training to use a system
Professional Development Course	Courses listed on FIU's Professional Development Website
Enrollment Process	Participants self-enroll; new employees are enrolled by the FIU Recruiter; Managers may request enrollments
Instructor(s)	Learning Facilitator, Subject-Matter Expert, Trainer
Completions Reported in HR PantherSoft	Employee Self-Service/Learning and Development/Training History
Group Setting and Focus	Multiple participants
Frequently at Training Facility	CSC 1146, Computer Lab, or other FIU classroom space
Often Used for New Hires	New Employee Experience (NEE) New Faculty Orientation (NFO)
Learning Objectives and Focus	Learning objectives established using SMART format or Mager model
Follows ADDIE Process	Analysis, Design, Development, Implementation, and Evaluation
Evaluation	Level 1 - Reaction; Level 2 – Learning; Level 3 – Behavior Change; Level 4 – Quantifiable Results
Specific to FIU Programs or Initiatives	One-time or limited-time program in support of an initiative, computer system launch, or compliance requirement
Formal	In a structured setting, not on-the-job or ad hoc information
Delivery Channels (Classroom, OJT, computer-based)	Delivery may be in person, computer-based, computer-assisted, or a hybrid model
Participant Materials and Resources Provided	Typically incorporates pre-reading, handouts, procedures, reference information, websites, quick-reference guides

The following factors are relevant in designating a service as **COACHING, ASSESSMENT, LEADERSHIP DEVELOPMENT or ORGANIZATIONAL DEVELOPMENT**

Credentialed, Qualified Coaches	Executive coaching certification, coaching certification from accredited organization, e.g., PDI, DDI
Leadership Competency Framework	Uses a recognized leadership competency framework to anchor goals, behavioral factors, and measurable results
Leadership Focus	Executive, middle management, front-line supervisors, and high-potential individual contributors
Strategic Planning	Facilitating the development of mission, vision, strategic plan
Cultural Climate or Alignment	Climate survey, cultural alignment assessment and feedback
Leadership Retreat	Planning, developing and facilitating off-site retreat
Assessments	Licensed or certified to administer psychological tests, e.g., Caliper, Myers-Briggs Type Indicator, SHL Occupational Personality Questionnaire, Hogan Personality Inventory, DiSC

Organizational or Individual Development Plans	Creates organizational and/or individual development plans
Enhancing knowledge or skill	Core knowledge exists, and opportunity and need for enhancing or building to a higher level
Specific need or skill gap	Targeted knowledge or skill gap has been identified and an individual coach has needed knowledge
Usually one-on-one	Individualized sessions
Sometimes on-the-job	Sometimes side-by-side coaching and feedback
Usually with experienced employees	Not entry-level or new hire focused
Coaching methodology	Follows a process for assessment, intake, coaching, reporting, and conclusion
Informal, conversational	Coaching sessions are generally conversational, and focus on mutually agreed upon topics
Individual-centered	Based on unique needs of individual and level of development expectations
Development focused	Provides opportunity to identify and develop needs to prepare for future expanded responsibilities
Sometimes follows training	Reinforcement for training, recalls key learning and addresses how to incorporate on the job
A means to <i>apply</i> learning in an informed way	Coaches can provide a framework for behavior changes and skill application and provide feedback and support
Program Content Design and Train-the-Trainer	Develops content and may prepare others to train through demonstration and teach-back exercises