

Cornelius & Associates' Underlying Coaching Model

The conceptual basis for our performance coaching approach is a generalized performance model we call the USEM™ model. The USEM™ model states that successful performance at anything in life is a function of the following four parameters:

U for Understand: The coaching candidate must unambiguously know what they want to accomplish. They must understand what is expected of them in their role (or their new role), understand their own abilities, and their strengths and weaknesses. As a leader in the organization, the coaching candidate must have insight into their own personality and understand how they affect others in the organization.

The role of the Cornelius & Associates' coach is to help the coaching candidate clarify and quantify their own improvement goals, and to help them fully understand their strengths and weaknesses and how they can have a positive impact on the success of others.

S for Skills: The coaching candidate must have the requisite knowledge, underlying aptitude and specific job abilities needed to perform their role effectively. These specific job skill sets can be technical, behavioral, managerial, or leadership in nature. In some cases, the coaching candidate is moving into a role that will demand different skill sets than they have demonstrated in previous roles.

The role of the Cornelius & Associates' coach is to provide the knowledge and skills acquisition necessary for the coaching candidate to reach their coaching objectives. A major part of our role is to model and tutor the coaching candidate in these required skills sets.

E for Environment: Many employees will sometimes face barriers in the environment that prevent them from making progress. These barriers may be factors out of that person's control, such as staffing and resource limitations, as well as barriers due to organizational structure, including politics, policies, and sometimes barriers caused by the behavior, style, and level of support from the employee's own superiors.

The role of the Cornelius & Associates' coach is to work with the coaching candidate and their mentor/ sponsor to remove or at least mitigate the impact of the barriers in the environment that might be preventing them from achieving leadership improvement goals.

M for Motivation: The coaching candidate must be motivated to achieve the coaching goals, meaning they must have the passion and put forth the effort necessary to achieve success. To be successful, the coaching candidate must value the intrinsic and/or extrinsic rewards of improving leadership skills, and must not be frustrated to the point of losing interest or giving up on making progress.

The role of the Cornelius & Associates' coach is to help the coaching candidate see the benefits of putting forth effort toward achieving the goals of the coaching engagement. Our coach will help motivate the coaching candidate when they encounter trouble and will become a source of both accountability and support.