Four Coaching Conversations

Alameda County Local Government Leadership Academy
October 2026 through April 2027

This document serves as a GUIDELINE for coaching using the F.U.E.L. model. Coaching is always best when there is some structure AND the conversation is allowed to flow organically.

Conversation #1 - Information Interview
Schedule: Complete by January 7, 2027
Who leads: Participant

Goals:
- Exchange information about each other
- Establish rapport
- Understand coach's career journey
- Gain insight into the high points, low points and turning points of the coach's career journey
- Stimulate reflection on the part of the participant regarding his/her own career journey
- Set the ground rules for your coaching conversations

Some potential questions (*from the coach*):
- ✓ Help me understand your level of interest in these coaching sessions.
- ✓ This is your process and I am committed to your success. As a result, are you willing to take full responsibility for scheduling our meetings according to the Academy schedule?
- ✓ Let's discuss the issue of confidentiality of our conversations. What is your commitment? My commitment to you is that I will ….
- ✓ What would you like to focus on in our coaching conversations?
    - What area of focus is most important to you at this time?

Some potential questions (*from the participant*):
- ✓ Please share your career journey with me.
- ✓ Looking back, what have been some high points and low points in your career?
- ✓ What was a "crucible experience" (an experience of great challenge and adversity) that tested your leadership? How did the experience transform you as a leader and person?
- ✓ Who was a coach or other person who supported your growth and development? What made that relationship powerful for you?
- ✓ What are some leadership challenges with which you are currently dealing?
- ✓ How do you envision your career journey going forward?
- ✓ What is one big take-away from your public service career up to this point?

Follow-up by participant: Reflect upon what you learned from the informational interview and any potential implications for your career development.

Conversation #2 - Understanding the Current State
Schedule: Complete by February 4, 2027
Who leads: Coach

Goals:
- Help the participant identify their current state
- Help the participant identify what they would like to accomplish in this coaching relationship
- Help the participant start to identify their area of focus for the coaching conversations
- Provide support, encouragement and resources for moving forward

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Some potential questions (*from the coach*):

- ✓ How do you see your current situation? What is happening? (Identify if it's an issue or desired goal)
- ✓ What is working well?
  - What aspects of your current situation do you like the most?
- ✓ What is challenging about it?
  - If you could identify the three most significant factors contributing to these challenges, what would they be? How would you rank them?
  - How might have you contributed to this situation?
  - How might others see the situation?
- ✓ How are you feeling right now about the current situation?
  - How does this influence what you are trying to accomplish?
- ✓ Is there anything else you'd like to share with me that would enhance my understanding of your current situation?
- ✓ *If appropriate*, could I share some observations I have made / some other consequences to consider?

Let's explore what you would like to see happen.

- ✓ What would you like to create for yourself?
  - To achieve what you'd like to create for yourself, what might be some approaches you could take?
  - What choices or options do you see for action? What else might work? What else?
  - What might be the major barriers preventing you from realizing what you want to create for yourself?
  - Where would the biggest resistance come from that would prevent you from taking action? What obstacles (external or internal) can you foresee coming up for you?
- ✓ Who is part of your "support team"? Who else could serve on your support team of coaches and advisors?
- ✓ May I share a personal experience?
- ✓ Please give some thought for our next meeting as to what you might consider in terms of concrete, specific actions (goals) going forward. We'll explore those at our next meeting.

See handout "F.U.E.L.: A Coaching Framework" for the sequence of steps in conducting a development conversation.

Follow-up by participant: Reflect upon the conversation; further think about any issues or desires to be addressed and options for action; identify some practical and do-able steps in moving forward.

Conversation #3 - Laying Out a Success Plan
Schedule: Complete by April 1, 2027
Who leads: Coach

Goals:

- Help the participant gain clarity about action steps to move forward
- Support the participant in identifying some tangible steps in the short and mid-term moving forward
- Provide support and resources (for example, introductions to others)

Some potential questions (*from the coach*):

- ✓ In reflecting upon our last coaching conversation, what were some insights, take-a-ways, conclusions or learnings for you?
- ✓ Tell me what concrete, specific actions (goals) you are committed to in moving forward.
  - Of all these possible actions, what makes most sense to you given the positive impact, time available and your other personal and work priorities?
- ✓ What bold steps would you take if you could guarantee success?
- ✓ What are you committed to achieving? How could you quantify what you are hoping to achieve?
  - What would be a goal for that? When will you start?
  - What are the biggest risks or barriers to pursuing that option? What can you do to mitigate those risks?
- ✓ What resources or support do you need to effectively proceed and be successful in achieving the goals to which you are committed?
- ✓ How will you stay focused? Who might help you in holding yourself accountable for completing your specific action step(s)?
- ✓ How can I support you?

Follow-up by participant: Begin to take action steps to further your learning and development.

Conversation #4 - Post-Graduation Conversation / Follow-up and Accountability
Schedule: Complete by 4/28/27
Who leads: Coach

Goals:

- Hold the participant accountable for the actions they committed taking in the last coaching conversation
- Assist the participant in reflecting upon key learnings from the Academy
- Help the participant think about new ways to leverage their Academy experience and use their enhanced leadership capabilities
- Explore how the coach and the participant can continue the relationship (if desired)

Some potential questions (*from the coach*):

- ✓ Following up on our last conversation, what did you achieve? What action(s) did you take?
  - What helped you in being successful?
  - What got in the way? Have you experienced that before in your life? What will you do differently next time?
- ✓ What were several key learnings from the Academy?
- ✓ In order to leverage the Academy experience, what kind of *new* leadership opportunities would be of interest to you? How do you plan to secure these new leadership opportunities?
- ✓ Who will provide guidance and feedback as you proceed?
- ✓ What would you like from me in terms of accountability and support going forward?

Follow-up by participant: Actively seek and secure new opportunities to use enhanced leadership capabilities.