

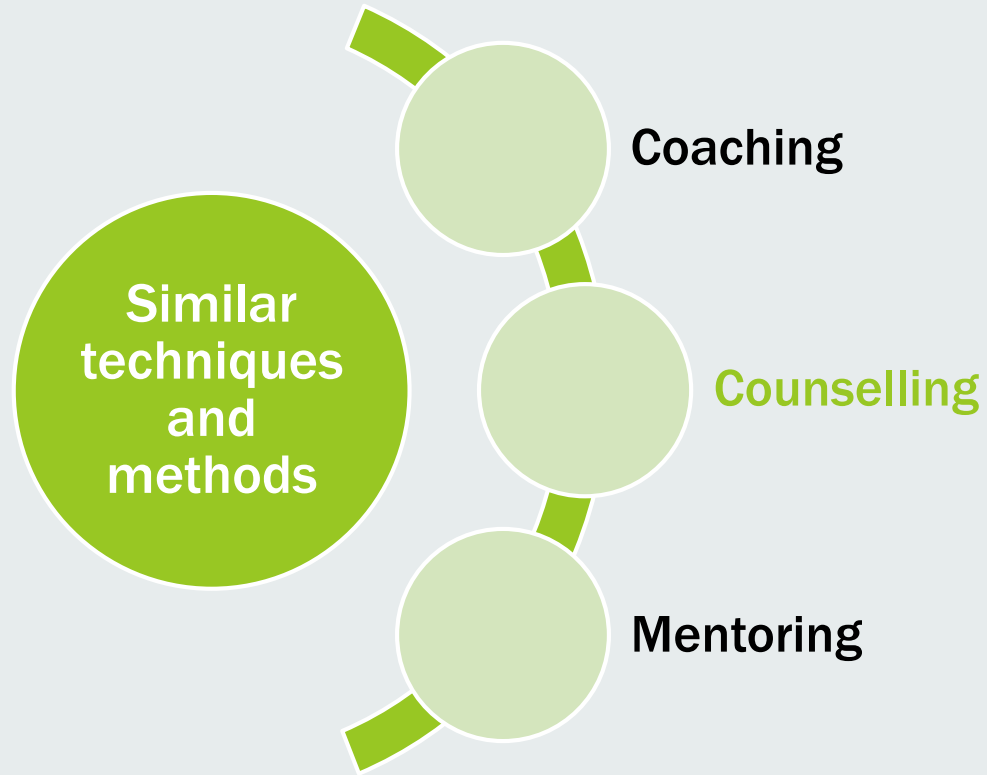
STEPS TO EFFECTIVE COACHING

E UK
Management
Conference
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Dawn Harry

IN THIS SESSION...

- Establish what coaching is
- Look at where coaching fits in with other CDP options
- Consider a coaching model
- Explore coaching techniques

A BIT OF BACKGROUND



WHAT ARE C, C AND M?

- One on one interactions that employ questioning and listening techniques – they draw out, rather than put in.
- Aimed at improving performance through reflection
- Aimed at developing an individual's ability to help themselves reach their full potential
- Focus on the person, not the subject
- React to the situation

The choice depends on the person and the situation

WHAT'S THE DIFFERENCE

Counselling – emotional/personal/psychological issues.

Mentoring

A partnership with someone with greater knowledge and understanding of the workplace

Supporting wider development of less experienced colleague

Longer term

Non-directive

Sounding board

Expert/senior

Outside of direct manager

Coaching

Not necessarily an expert, often similar experience

Aimed at specific skills and goals

Shorter term – clear start and end

Feedback on strengths and weaknesses

Non-directive

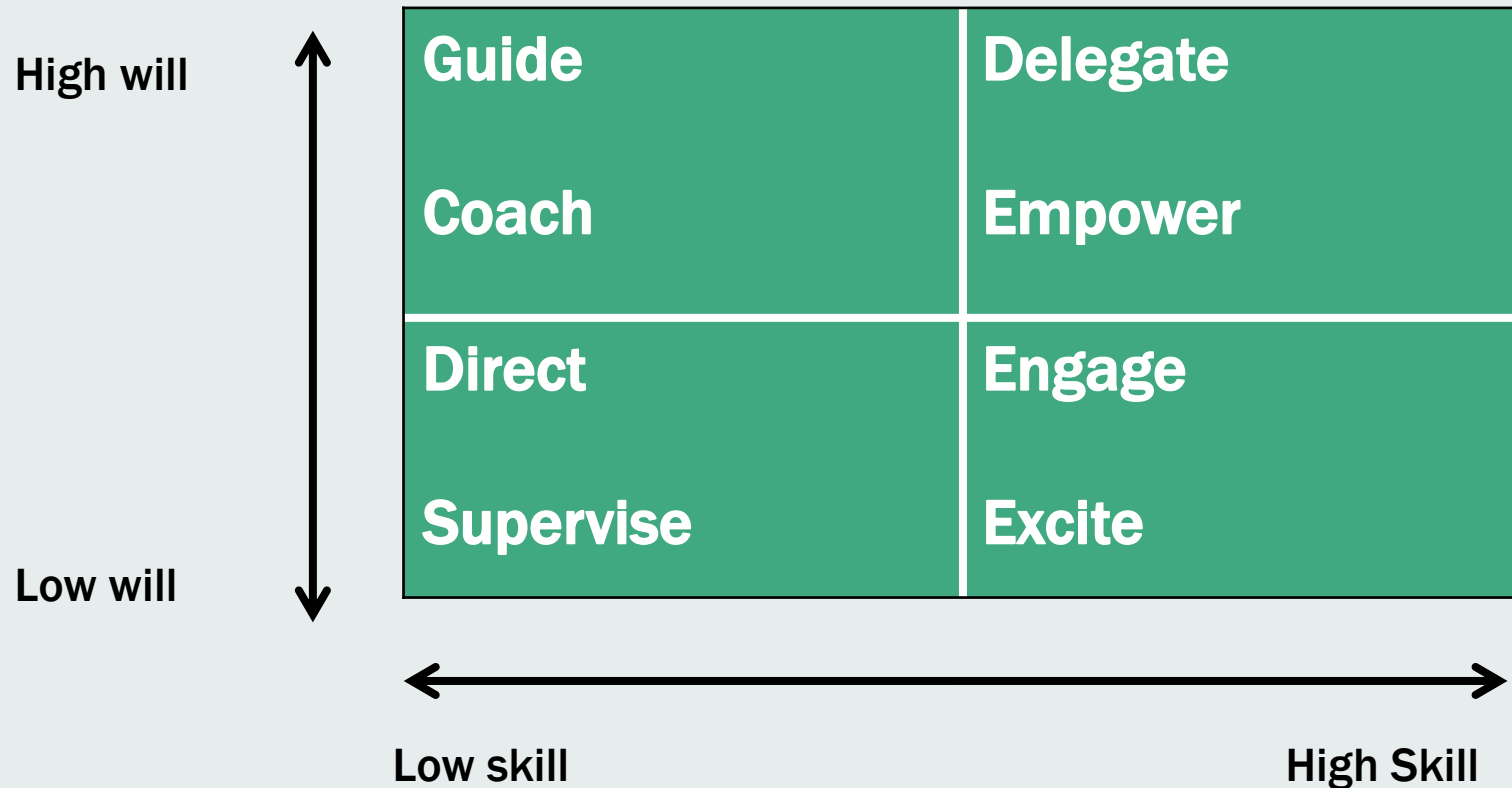
Developmental, not judgmental

Not necessarily outside of direct department / manager

“A coach has some great questions for your answers, a mentor has some great answers to your questions” (Brefi Institute)

CHOOSING THE APPROACH

The Skill-Will Matrix



Adapted from Landsberg. 1996. The Tao of Coaching. Harper Collins

TRY IT!

- Look at the descriptions of people/situations on your handouts.
- Who would make the best candidates for coaching?
- Think of the people you manage. Who would benefit from coaching?

THE GROW MODEL

- **G** – Identify the **goal (SMART)**
- **R** – establish the **current reality**
- **O** – explore **options (the how)**
- **W** – The **will (or the way forward) (volition)**



Originated with Graham Alexander and developed by Sir John Whitmore (Coaching for Performance)

THE COACHING SESSIONS

- Kolb's Learning Cycle - Could be iterative



EFFECTIVE QUESTIONING

- Open questions (wh- questions)
- (But be careful of *why* – it can sound accusatory)
- **Really listen!** Only formulate your next question after you have processed the previous answer!
- Don't go in with your own agenda
- Your role is to ask the right questions, not give the right answers
- You are 'drawing out' not 'putting in'.
- Describe, don't evaluate.

TRY IT!

- Choose one of the scenarios
- Try some effective questions to allow your 'coachee' to define a way forward
- Have a look at the list of possible questions for guidance

SO, WHY COACHING?

The Organisation

- Low cost
- Culture of learning
- Improved performance
- Development for coach
- Values excellence
- Shares knowledge and experience
- Manages talent

The coachee

- Improves performance
- Support and confidence
- Individualised
- Sense of belonging and being 'worth it'
- Non-threatening
- Flexible but structured
- Empowering
- Encourages self-awareness and facilitates self-development

SOME CAVEATS

- Coaches need training/practice
- Coaching isn't a quick fix
- It isn't always the right choice
- Be aware of who coaches – line managers have an inherent position of power
- It relies heavily on willingness and self-awareness
- It should be independent of the appraisal/evaluation process – trust is key

- There are always grey areas! You may have to swap hats.