

COACHING

Coaching

WHAT IS IT? WHAT'S THE BEST WAY TO DO IT? & HOW DO I KNOW IT'S WORKING? BY TIM RUNACRE, HEAD OF PROFESSIONAL QUALIFICATIONS



Our three-tier suite of coaching courses is designed to equip managers of all levels with the communication & interpersonal skills required to effectively coach their team members. For more information on these courses, or in-house coaching for your organisation, call us on 0800 132 448.



INTRODUCTION TO COACHING (LEVEL 1)

Support and encourage your team in what they are doing, so they do it better.

Who is it for?

Supervisors or managers who are responsible for the performance of others, and those who wish to take the first step to becoming an accomplished coach.

What is it about?

This course is about acquiring the tools you need in your organisation to develop individual performance. It will provide you with some introductory coaching techniques to enable you to inspire, motivate and develop your people.

What will I get out of it?

- The knowledge to set goals that help to develop people
- The ability to handle one-to-one discussions more effectively
- More creative ways to solve problems
- An understanding of how to motivate individuals and groups
- The confidence to provide effective feedback
- Practical ways to self-coach

COACHING SKILLS FOR MANAGERS (LEVEL 2 – INTERMEDIATE)

Enhance your coaching skills to build understanding buy-in and commitment in your team

Who is it for?

This two-day course is aimed at line and middle managers who wish to learn best-practice in coaching, and use a range of in-depth coaching techniques to get the best from their staff.

What is it about?

A common dilemma of managers is that they can usually only achieve their own objectives by relying on those who work for them. This course will demonstrate how coaching is an immensely valuable tool for ensuring the individuals in your team both meet and exceed the goals you set for them.

What will I get out of it?

- Improved team performance and the ability to obtain better results through people
- Increased motivation throughout your team & a more harmonious working environment
- The ability to unearth the obstacles that stand in the way of individual and team success, and overcome them
- A demonstrable post-coaching ROI (return on investment)

INTEGRATED SENIOR MANAGEMENT COACHING PROGRAMME (ADVANCED – LEVEL 3)

Empower yourself to improve the success of your department or organisation.

Who is it for?

Senior managers and rising stars.

What is it about?

This integrated programme both trains you to be a highly competent coach at an organisational level, as well as partnering you with one of our own expert coaches to fast-track you towards achieving your professional goals. This extensive programme has been designed to maximise the return on investment for your organisation by coaching you to success beyond expectation, and in turn giving you the skills to coach others to achieve similar successes.

What will I get out of it?

- A system to create lasting change within your organisation
- An empowered workforce that frees up valuable resources
- Accountability within your department
- Tailored learning for up to 12 months with a personal coach

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COACHING – IS IT WORTH THE TIME & MONEY?

If I had to say what I think is 'flavour of the month' in the learning and development field at the moment I would have to say coaching. We seem to be receiving more and more requests from our clients to provide coaching services, and training in coaching skills, and there has been a flurry of articles on the subject in the trade press.

In a similar vein, a recent survey we carried out found that over half of HR decision makers and other line managers (54%) would happily give up their time to experience coaching.

What is coaching?

Well, if your name is Jose Mourinho then coaching means motivating and steering a £500 million football squad to a third premiership title. Now, I'm guessing you're not Jose Mourinho, but this analogy illustrates the wide range of people who must apply coaching techniques in their professions. It's a vital skill set to possess for anyone responsible for the achievements of other people.

Andy Collett, a professional coach himself, says that coaching is simply "facilitating the learning and development of others". The key word here, however, is facilitating, and this is where coaching differentiates itself from training or teaching: a good coach will act as a catalyst for making things happen, and is not always the source of knowledge. The agenda for single coaching sessions and ongoing programmes should always be personal growth.

If you're a supervisor or manager then the chances are you fulfil the role of a coach yourself on a regular basis. And if you don't, then you definitely should be.

Authoritative management styles and barking 'do as I say' at your staff is so last century.

But do you get frustrated when no matter how much time you spend with your project manager they just can't grasp pivot tables? And, instead of 'eureka moments' or Harry Met Sally-esque squeals of delight, are your efforts at coaching met with blank and slightly bemused looks? If so, then here are some quick techniques you may wish to employ next time. The first is built on an 'input coaching' model, where direction and advice comes mainly from the coach:

VESOS

Value: convey value and purpose of the skill being coached.

Explain: explain how to do it.

Show: demonstrate the skill in action.

Observe: observe the individual trying it for themselves.

Supervise: stand back but monitor and give feedback.

The second technique is based on an 'output coaching model', where the solution is elicited from the person being coached (the coachee):

GROW

Goal: the coachee establishes where they want to be.

Reality: the coachee's goals are checked against the way things are now.

Options: the coachee develops different potential routes between the current reality and the goal they want to achieve.

Will: The coachee commits to the agreed actions, and takes responsibility for carrying them out.

The GROW model is considered one of the most popular and successful models of coaching around.

Is it worth it?

"If people believe and understand what they are doing, they do it better". We strongly believe this, and it is the mantra that lies behind all our coaching skills programmes and one-on-one coaching services. Therefore, coaching has to be worth the investment whether that investment is time or money, or both.

Research in 2005 found that 93% of UK executives believed coaching had brought interpersonal skills benefits to them, while 83% said their self-management and leadership skills had improved as a result of coaching.¹ The same study found that where specific financial returns could be identified within organisations, the return on investment ranged from three to 1,250 times the coaching spend.

Easy for you to say, you might think, but how do I know that my staff are doing things better?

Well, the important point is to establish benchmarks and measurements for success at the start of the coaching programme. Whether we're talking about an organisation-wide executive coaching programme, or informal skills-based coaching with members of your team, make sure you agree the metrics from the start.

And if you are organising a wide scale coaching programme across your organisation or department, the following six stage model is tried and tested for maximising its value:



- 1 Define the business strategy and identify critical issues facing your organisation.
- 2 Match your coaching programme to the business goals valued most by the leaders in your organisation.
- 3 Agree hard and soft metrics, including desired results, objectives and measures of success. These metrics may include financial growth.
- 4 Build an evaluation methodology into the coaching process from the start, and integrate it with existing business functions. This will add clarity to your objectives.
- 5 Manage the expectations of all stakeholders involved in the coaching process.
- 6 Maintain belief in the financial and intangible values of coaching.²

1. Quilken Consultancy, 2005.

2. Taken from 'Measuring the feel-good factor', Training and Coaching Today, November 2006.

If you wish to learn proven ways of coaching your people for results, you could do worse than to have a look at our coaching skills courses opposite and on page 26. Also, if you would like one of our professional coaches to work with you on a one to one basis to help you achieve your goals then please call us to discuss your needs.

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