

Coaching Definitions

- *“A process that enables learning and development to occur and thus performance to improve.”* Parsloe (1999)
- *“Unlocking a person’s potential to maximise their own performance.”* Whitmore (1996)
- *“The overall purpose of coaching is to provide help and support for people in an increasingly competitive and pressurised world in order to help them*
 - *Develop their skills*
 - *Improve their performance*
 - *Maximise their potential*
 - *And to become the person they want to be.”*CIPD definition
- *“The art of facilitating the performance, learning and development of another.”* Downey (1999)

Telling

“When I was a little boy, my parents told me what to do, and scolded me if I didn’t. When I went to school, my teachers told me what to do and caned me if I didn’t. When I joined the army, the sergeant told me what to do, and God help me if I didn’t, so I did!! When I got my first job, my boss told me what to do too. So when I reached a position of some authority, what did I do? I told people what to do, because that is what all my role models had done. That is true for the majority of us. We have been brought up on telling – and we are very good at it .”

Sir John Whitmore

Having a Big Impact

In our lives we often have the opportunity to have an impact on those around us. We get to have a small impact many times but, for most of us, we only have a really big impact on a few people.

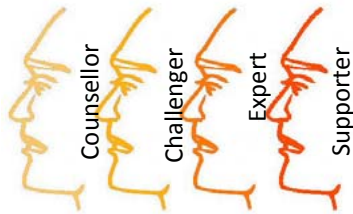
On these occasions we can really shape the way an individual sees their career, their job and themselves. The impact is big and it is lasting.

In order to have this kind of impact it is likely that we are operating at our very best. For some reason we have been able to touch someone and make a difference to their lives.

If we can recapture this and apply a little of it to more situations we have the potential to radically improve our coaching.

- Think of someone you have had a big impact on.
- Think of a specific conversation, or situation, where your impact was particularly strong.
- What was going on? What happened? What exactly did you do?
- Which of the faces of coaching were you showing most strongly at this time?
- What quality in you enabled you to do this? (To help with this look at the table below.)

'Face'	Supporter	Challenger	Expert	Counsellor
Typical Quality	<u>Caring/love</u> Seeing the best in the other person. Inspiring them to take the step.	<u>Courage</u> Seeing what can be different. Having confidence in what they see.	<u>Wisdom</u> Having confidence in what they know and really wanting to share it.	<u>Respect</u> Believing the other person's capacity to learn from and solve their own problems.



4 Faces of Coaching

<p style="text-align: center;">Counsellor</p> <p>Helps the coachee to:</p> <ul style="list-style-type: none"> • Look at the problem in a new light • Share feeling and concerns which block progress • Change the attitudes or beliefs that hold them back <p>Quality</p> <ul style="list-style-type: none"> • <i>Respect</i> 	<p style="text-align: center;">Challenger</p> <p>Helps the coachee to:</p> <ul style="list-style-type: none"> • See blind spots in their thinking and plans • Break the mould and look for new ways of doing things • Recognise how they might be the limiting factor <p>Quality</p> <ul style="list-style-type: none"> • <i>Courage</i>
<p style="text-align: center;">Expert</p> <p>Helps the coachee to:</p> <ul style="list-style-type: none"> • Receive clear guidance and instructions • Deepen their knowledge and understanding • Break a complex challenge down into manageable chunks <p>Quality</p> <ul style="list-style-type: none"> • <i>Wisdom</i> 	<p style="text-align: center;">Supporter</p> <p>Helps the coachee to:</p> <ul style="list-style-type: none"> • Believe in themselves and what they are doing • Try something new and stretch their limits • Find ways to achieve their goals <p>Quality</p> <ul style="list-style-type: none"> • <i>Care</i>

Situational Coaching



Skill – skills and knowledge

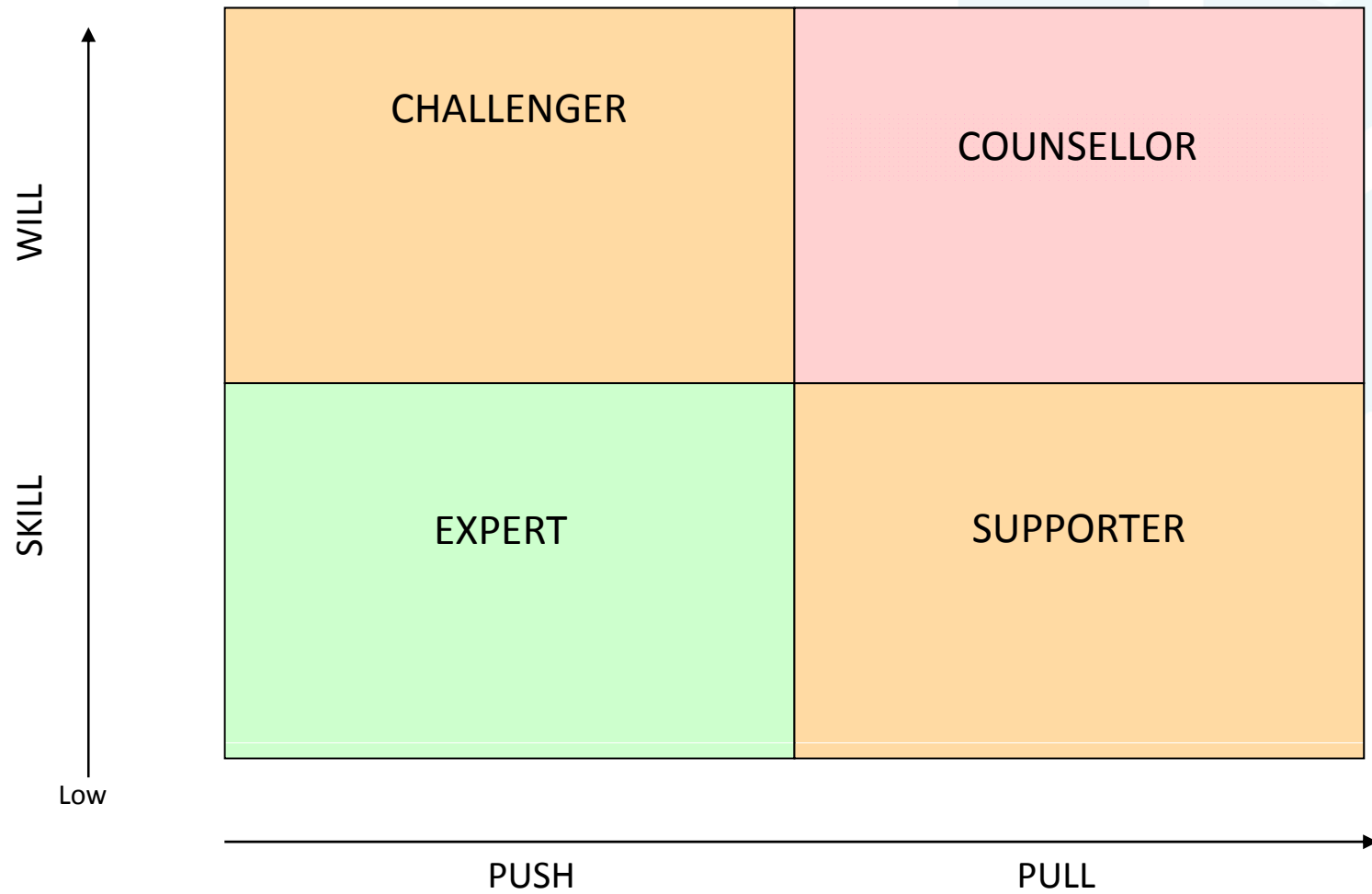
Requires

Will – willingness and confidence

Requires



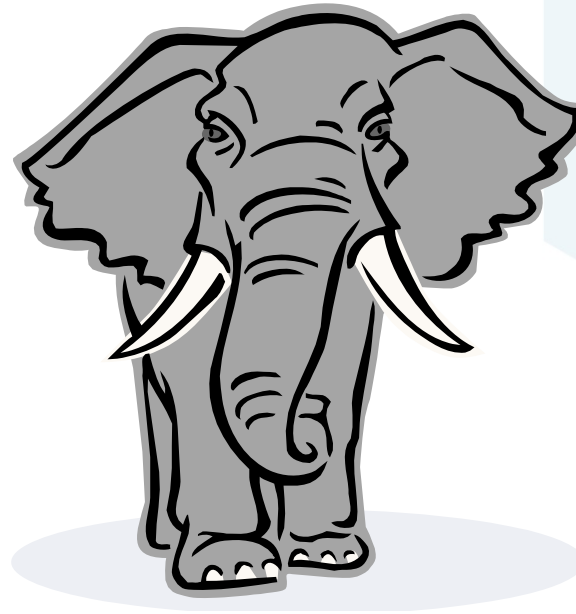
The Four Faces



Expert



Teaching (Expert)



Describing what you want vs. describing what you don't want

Use descriptive language (tell stories)

Memorable & Simple

Supporter

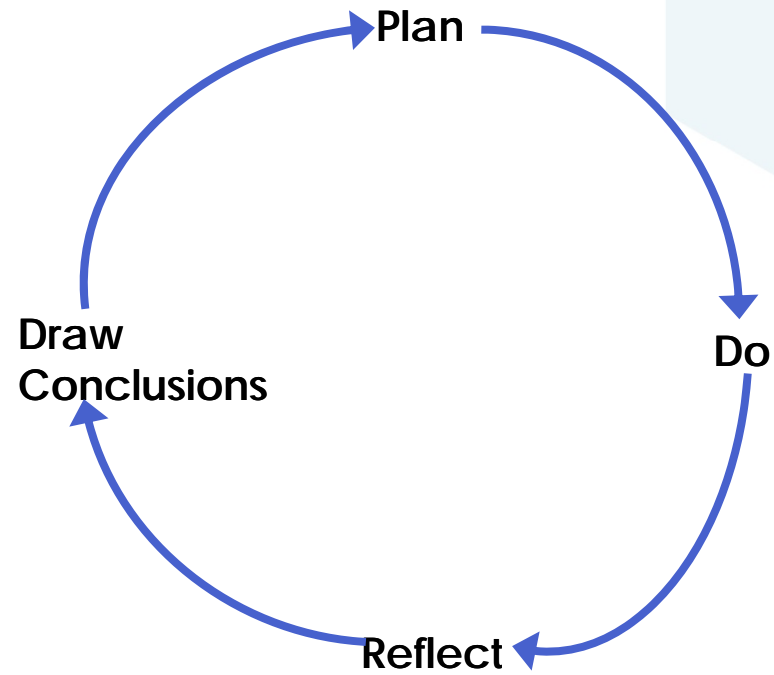


Come to the Edge

*“Come to the edge.
We might fall.
Come to the edge.
It's too high!
COME TO THE EDGE!
And they came,
and he pushed,
and they flew.”*

Christopher Logue

Review



GROW Model

1. Establish the **Goal**:

Define and agree the goal or outcome to be achieved.

2. Examine the current **Reality**:

Ask the coachee to describe the current situation.

As the coachee tells you about his or her current reality, the solution may start to emerge.

“Describe what is happening now”

“What, who, when, how?”

3. Explore the **Options**:

Help the coachee to generate as many good options as possible, and discuss these.

“What else could you do?”

“What if this or that constraint were removed?”

“What are the benefits and downsides of each option?”
options?”

“What factors will you use to weigh up the

Only offer your own suggestions once you have heard from the coachee.

4. Establish the **Will**:

Help the coachee to commit to specific actions, establishing his or her will and motivation.

“So what will you do now...and when?” “What could stop you moving forward?” “And how will you overcome it?”

“How likely is this option to succeed?” “What else will you do?”

Challenger



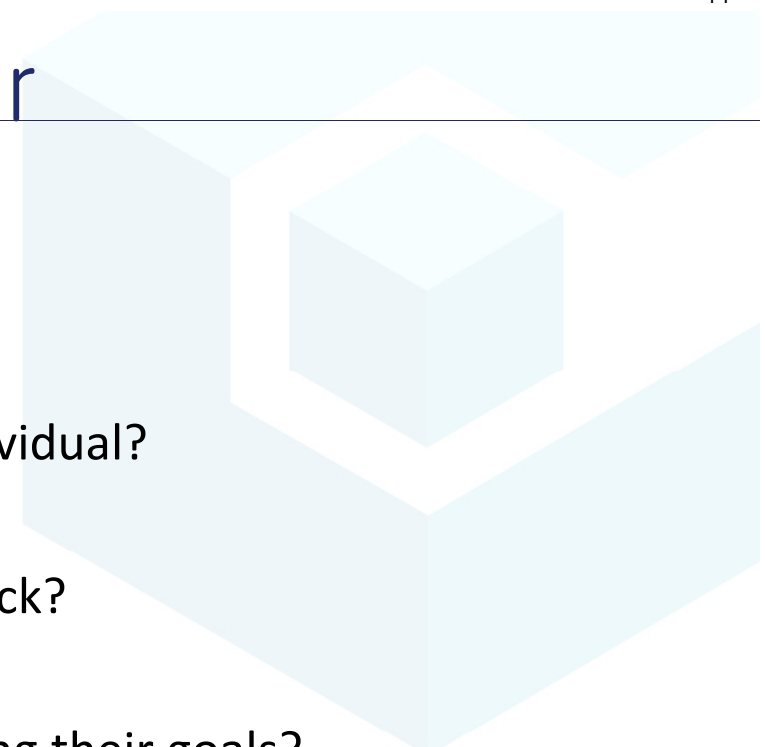
Challenger

Key Questions

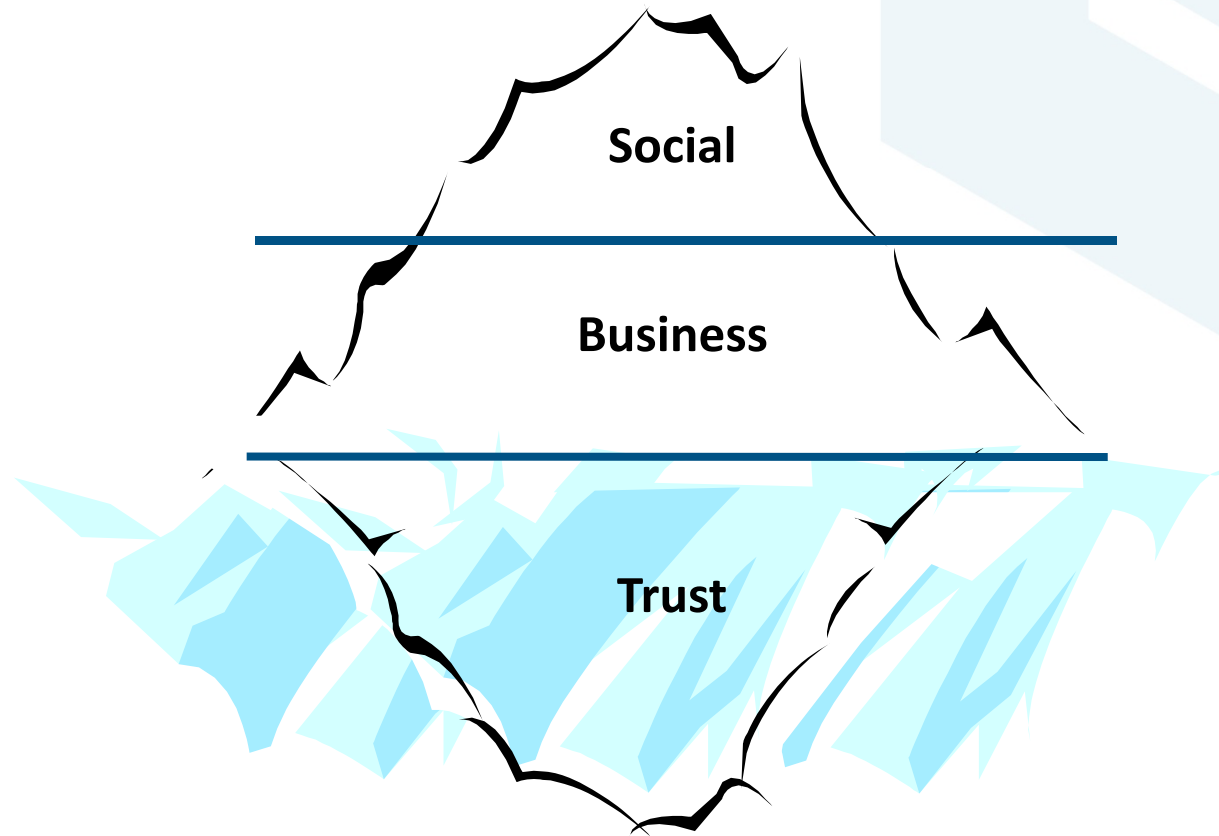
What hidden potential do you see in the individual?

What do you see in them that holds them back?

What do they do that prevents them achieving their goals?



Iceberg Model



Recreating Safety

- S** **Shared Purpose** – rebuild a sense of shared purpose
- A** **Apologise** for ‘your part’ in losing safety
- F** **Feelings.** Listen for feelings.
- E** **Explain.** Reframe what you are trying to say
“I’m imagining you might be thinking that..... What I am really trying to say is simply..”

Counsellor



Three Level Listening

Level Zero

CLOSED MIND

Level One

OPEN MIND

Level Two

OPEN HEART

Level Three

OPEN WILL

Going in the Box

