

The Coach Approach | An Introduction To Coaching In The Organization

Read and understand the following

THE REASONS ORGANIZATIONS ARE ADOPTING A COACH APPROACH

- ▶ In the aftermath of downsizing and outsourcing, a new approach to working with people to achieve business results is essential
- ▶ The pace of business has changed
- ▶ Business is global, and there is a need for greater inclusiveness and valuing of diversity in order for businesses to be competitive
- ▶ Coaching can help eliminate a “culture of fear” and paternalism
- ▶ Today, technology does not provide a competitive advantage; people do
- ▶ The employment contract has changed, and individuals are now more responsible for managing their own development and career advancement

WHAT COACHING IS

- ▶ Creating a trusting and collaborative environment in which personal development and performance improvement occur
- ▶ Having a respectful conversation which focuses on the person being coached
- ▶ A positive style of relating that can be utilized anywhere, anytime
- ▶ A means of helping people achieve extraordinary performance
- ▶ A way of "being" with another individual which promotes reflection, self discovery and an openness to taking more effective actions

WHAT COACHING IS NOT

- ▶ Directing, controlling, or manipulating others according to the coach's agenda
- ▶ Having all the answers and solving problems for others
- ▶ Being judgmental or punitive
- ▶ Coaching without mutual understanding and agreement
- ▶ Counseling or therapy

WHAT A COACH DOES

- ▶ Models integrity and high standards for others
- ▶ Establishes collaborative relationships based on trust

- ▶ Treats others with respect, always using language which is constructive
- ▶ Tells the truth in a way that enables others to hear it and grow as a result
- ▶ Provides others objectivity
- ▶ Promotes discovery of possibilities, solutions, and alternatives
- ▶ Supports others to stretch beyond their current capabilities
- ▶ Assists others to look honestly at gaps in their attitudes or behaviors, which decrease their interpersonal effectiveness

HOW COACHING BENEFITS THE ORGANIZATION

- ▶ Is applicable to individuals and teams throughout the organization
- ▶ Uses a common language, which everyone can relate to
- ▶ Complements other quality improvement processes
- ▶ Results are measurable and sustainable
- ▶ Promotes focused discussions tied to the achievement of business results
- ▶ Promotes development of new skills in the organization
- ▶ Fosters future oriented thinking

HOW COACHING BENEFITS INDIVIDUALS

- ▶ Emphasizes the unique potential of individuals
- ▶ Provides a structure and a process for individual development
- ▶ Uses language which is grounded with respect to people and their capabilities
- ▶ Establishes the focus on the person being coached
- ▶ Promotes personal discovery and self responsibility for solving problems
- ▶ Fosters the development of high levels of self confidence and mastery
- ▶ Forms a basis for planning for career advancement
- ▶ Provides a model for personal leadership development

HOW A COACHING CONVERSATION IS MORE LIKELY TO ACHIEVE RESULTS

- ▶ There's a purpose and focus to the conversation
- ▶ The structure of the coaching conversation helps both the coach and the person being coached to stay on track
- ▶ The structure of the conversation fosters heightened attention and new awareness
- ▶ The coaching conversation creates a safe space in which present limitations or challenges can be examined and acted upon
- ▶ Boundaries and time frames for agreed upon actions are established
- ▶ Accountability is built into the structure and process of the coaching conversation

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