

# Coaching

---

## Personal Development

### WHAT IS IT

This Coaching Guide explains best practice for enabling an individual to perform at their best by eliciting the individual's own solutions and resources.

The Coach does not 'tell' the learner what to do, rather it's a discussion where the aim is to help an individual improve their performance by responding to coaching guidance from the more experienced party.

### WHY USE IT

Most individuals can benefit from a shared approach to improving their performance and will expect someone like their Manager to assist in that process.

Coaching can benefit individuals by supporting in critical areas of their personal and professional development. It is an enabler for individuals to perform at their best by eliciting their own solutions and resources by understanding perceived barriers in any given business scenario.

For the Leader, there are three critical benefits of being an effective coach:-

- **Business Results** - Leaders need to achieve results and to achieve this they need to get the best out of people and coaching is one of the best methods of accomplishing this.
- **Career Advancement** - Leaders are only as good as their teams and coaching is an excellent method of maximising an individual's and / or team's performance.
- **Personal Satisfaction** - Coaching can be very personally satisfying, especially helping an individual improve their performance and achieve further recognition and career advancement.

### BEST PRACTICE GUIDELINES

#### 1. WHEN TO USE

Effective coaching can take place both through formal meetings and through more informal or unplanned discussions. Good Coaches have the capability to grow individuals by enabling them to make the decisions rather than giving them all the answers.

Examples of such occasions may include:-

- During one-to-one informal meetings and discussions
- When delegating a task or project
- When organising deputising during holiday absence
- Pre and post training course discussions
- During a team meeting
- During Performance Review Meetings
- At the end of a task cycle, for instance the completion of a project
- After a coach has observed an individual staff in action
- When job responsibilities are to be changed
- When introducing changes to methods or procedures.

## 2. HOW TO USE

Coaching is simple but is not easy and is just one of the tools an effective Leader uses to build capability.

### 1. Effective Coaching

An excellent process for coaching is the GROW model, which has the following sequence of steps:-

<b>GOAL</b>	<ul style="list-style-type: none"> <li>• First - the individual needs to establish a specific, measurable GOAL</li> </ul>
<b>REALITY</b>	<ul style="list-style-type: none"> <li>• Next - consider REALITY, i.e.               <ul style="list-style-type: none"> <li>○ where is the individual starting from?</li> <li>○ what are they capable of doing now?</li> </ul> </li> </ul>
<b>OPTIONS</b>	<ul style="list-style-type: none"> <li>• Choose some OPTIONS to review as possible routes to achieving the goal</li> </ul>
<b>WHAT</b>	<ul style="list-style-type: none"> <li>• Finally - consider WHAT the individual needs to action and plan accordingly</li> </ul>

### 2. Effective Coaching - do's and don'ts

#### Do

- **Do** talk to the individual - What motivates him/her? What problems does he/she perceive about responsibilities? What goals does he/she have for career growth and development?
- **Do** guide the individual towards his/her development objectives
- **Do** share experiences and opinions to create agreed outcomes
- **Do** try to inspire and support the individual
- **Do** ask open-ended questions to get to know their character and capabilities:
  - What do you like best about your job? Least?
  - What has satisfied you most about your job performance in recent months?
  - What has frustrated you the most about your job? Project accountabilities?
  - What is the thing you feel you contribute best as a member of the team?
  - What development has best prepared you to do what you do?
  - Are there aspects of your job for which you feel unequipped?
  - What is the one area of your job you would like to improve?
- **Do** recognise improvements in behaviour and performance
- **Do** monitor the individual's body language
- **Do** monitor your own non-verbal messages (e.g., does your use of eye contact show genuine interest?)
- **Do** continually use listening skills and feedback skills?

#### Don't

- **Don't** talk **at** the individual (talk **with** them – it's a discussion)
- **Don't** reprimand or fix them
- **Don't** direct or order someone to do something to meet goals
- **Don't** be the expert with all the answers
- **Don't** exaggerate situations or behaviours
- **Don't** assume the employee knows the problem and solution
- **Don't** forget to follow-up

- **Don't** forget to reward improved behaviour (the top two things that motivate people on the job are achievement and recognition)
- **Don't** use coaching if an individual has been coached numerous times about a performance issue and there is still no change in behaviour. Recommend you discuss the situation with your HR Advisor.

### 3. EVALUATION

Track the effectiveness of the relationship and the impact on the individual's performance by focusing on specific measures such as:

- Demonstration of specific examples of how the individual has incorporated feedback and advice received by coaching into performance
- Achievement of Performance Objectives
- Achievement of Development Objectives
- Achievement of milestone steps in their career plans

### 4. TOP TIPS

**TOP TIPS**

1. Probe to get more information and deepen your understanding, i.e.
  - Use "say more about...",
  - "what do you mean by...",
  - "how do you feel about...",
  - "what is it that you really need from this situation...?"
2. Ask basic questions using "who," "what," "when," "where," and "how."
3. Effective coaches know how to make observations that are behaviour based, non-judgemental, detailed and specific.
4. Observe body language and tone of voice as well as use of words
5. Develop trust with an individual. This is one of the most important elements of coaching. Trust is built by adhering to its critical foundation stones--confidentiality, honesty, support, communication freedom and consistency
6. Success in coaching is dependent on the ability of the leader to build a lasting relationship in which the individual sees the coach as a partner and a role model
7. Successful coaching relationships rely on the individual's willingness to be coached. Great athletic coaches frequently credit their success to having "coachable" players. In organisations, the factors that inhibit leaders from coaching (lack of time, perceived skill at coaching etc) can create a negative environment that makes individuals unwilling or distrustful of being coached.

### NEXT STEPS

We trust that this Success Guide will assist your personal development and help build your capability and performance

You may find some of our other Success Guides of value for your Personal or Career Development. For your convenience we list these below and you can access the index for these via the link below:-

#### Related Success Guides

[CLICK HERE](#) to return to the Index for our Success Guides series and to access those of your choice.

## Personal Development

- Benchmarking
- Job Assignment
- Job Shadowing
- Learning Buddy
- Mentoring
- Off the Job Development
- Personal Development
- Personal Development Plan
- Secondment
- Team Development
- Training Programme
- Visit Another Department

## Career Development

### **Undergraduates & Graduates**

- Assessment Centre Preparation
- Assessment Centre Guide
- Find Your First Job – Graduates
- Find your First Job – Undergraduates
- Graduate CV
- Undergraduate CV
- Summer Internships

### **Experienced Managers**

- How to Job Search
- How to Network

If you would like to make a suggestion for any additions to our Success Guide series then please email us at [enquiry@iyc.biz](mailto:enquiry@iyc.biz)

Thank you.

### **Copyright Warning**

The content of this Success Guide is protected by copyright and any violations will be detected by Copyscape.

This resource is for non-commercial personal use only. Unauthorised copying for commercial gain of this **Coaching** Guide is forbidden. No part of this Guide may be copied, modified, redistributed, re-branded or otherwise reused in any form without the prior written permission of the author Stephen A Isherwood who can be contacted at [stephen@iyc.biz](mailto:stephen@iyc.biz)

Any infringement of this requirement will be deemed a serious breach of copyright and will result in legal action being taken by IYC.

## Author & Profile

Written by [Stephen A Isherwood](#)

