

Lightbulb Moments

Introduction to Coaching (No. 1 in a series of 20)



Definitions of Coaching (I)

Whitmore (1997)

Coaching is unlocking a person's potential to maximise their own performance. It is helping them to learn rather than teaching them.

The process of empowering others.

*Lowe (undated)
a coaching Haiku*

I give you focus and
somehow my mere
presence moves you
to action.



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Introduction to Coaching (No. 2 in a series of 20)

Definitions of Coaching (II)

Coaching helps individuals access
what they already know.

They may never have asked themselves
the questions but they have the answers.
A coach assists, supports and encourages
individuals to find these answers.



Zeus and Skiffington (2002)



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Introduction to Coaching (No. 3 in a series of 20)

The Power of Coaching



I never cease to be amazed at the power of the coaching process to draw out the skills or talents that were previously hidden within an individual, and which invariably find a way to solve a problem previously thought insolvable.

John Russell

MD Harley-Davidson

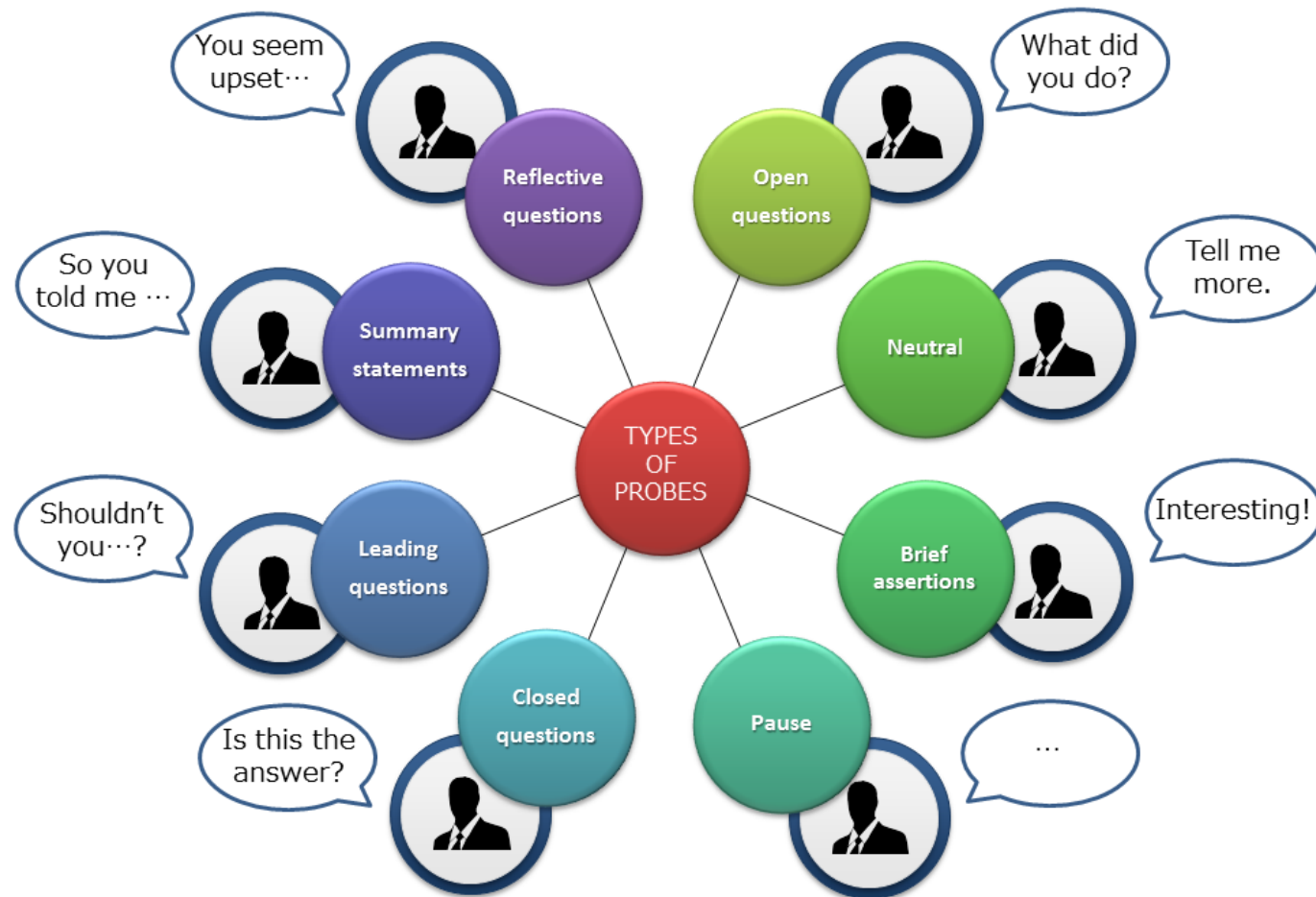


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Introduction to Coaching (No. 4 in a series of 20)

Questioning Techniques



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The Intent to Help

The underlying belief in coaching is that the person being coached has within them the ability, competence and knowledge that will enable them to effect changes resulting in improvement.

The role of the coach is to draw these out and to gain commitment to action.

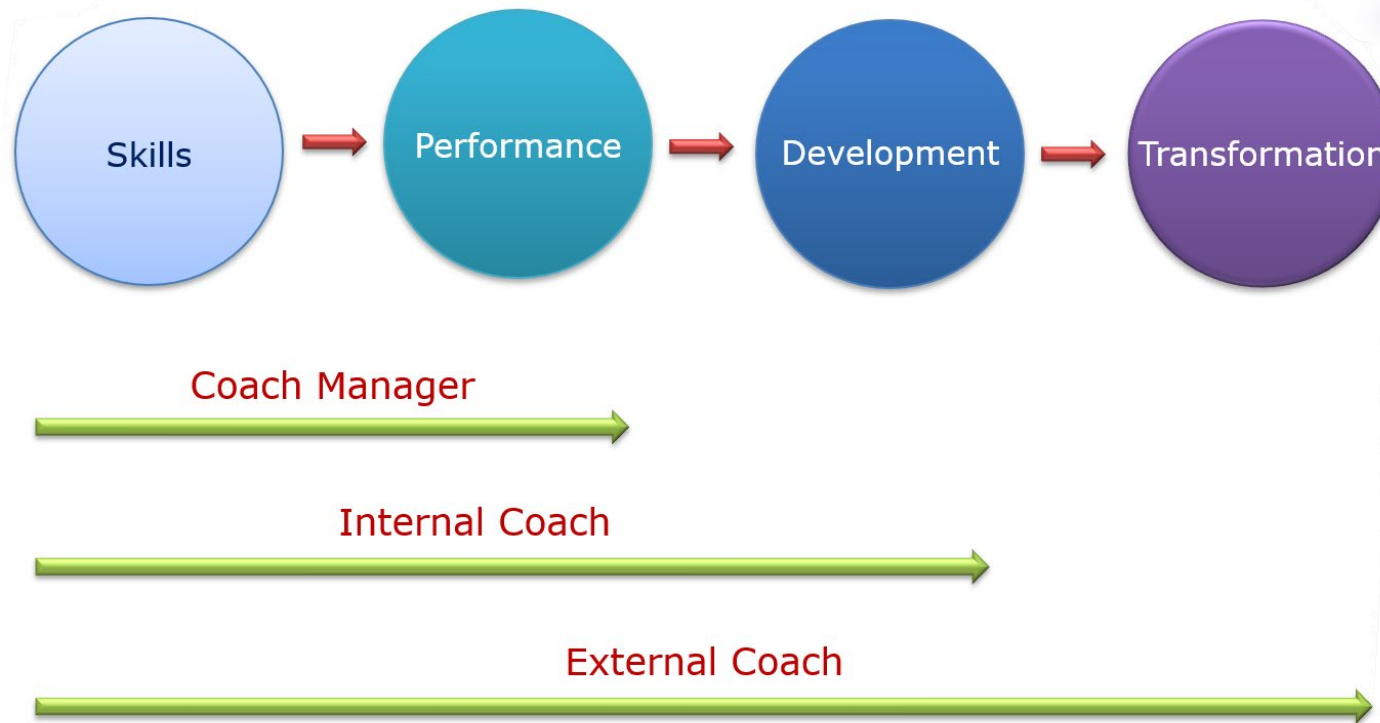


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The Continuum of Coaching



Hawkins and Smith (2007)

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The Benefits of Coaching

Benefits are seen within organisations in

- 💡 financial performance
- 💡 retention
- 💡 communications
- 💡 executive development

- 99% of executives who have been coached believe that coaching delivers tangible benefits

- 92% saw an increase in profitability



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The Impact of Coaching



- 💡 Improves skills
- 💡 Improves communication
- 💡 Solves problems
- 💡 Motivates and inspires
- 💡 Improves performance
- 💡 Manages conflict
- 💡 Manages time and stress
- 💡 Supports change
- 💡 Develops talent
- 💡 Develops managers and leaders



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When to Coach

- 💡 Problem solving
- 💡 Improving performance
- 💡 Realising potential
- 💡 Managing conflict
- 💡 Team development
- 💡 Management development



Could be *formal* (planned) or *informal* (e.g. at the vending machine)



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Core Coaching Skills

Coaching is characterised by:

- 💡 Creating rapport
- 💡 Deep listening
- 💡 Effective questioning
- 💡 Insightful feedback and enabling learning
- 💡 An intense focus on process and results

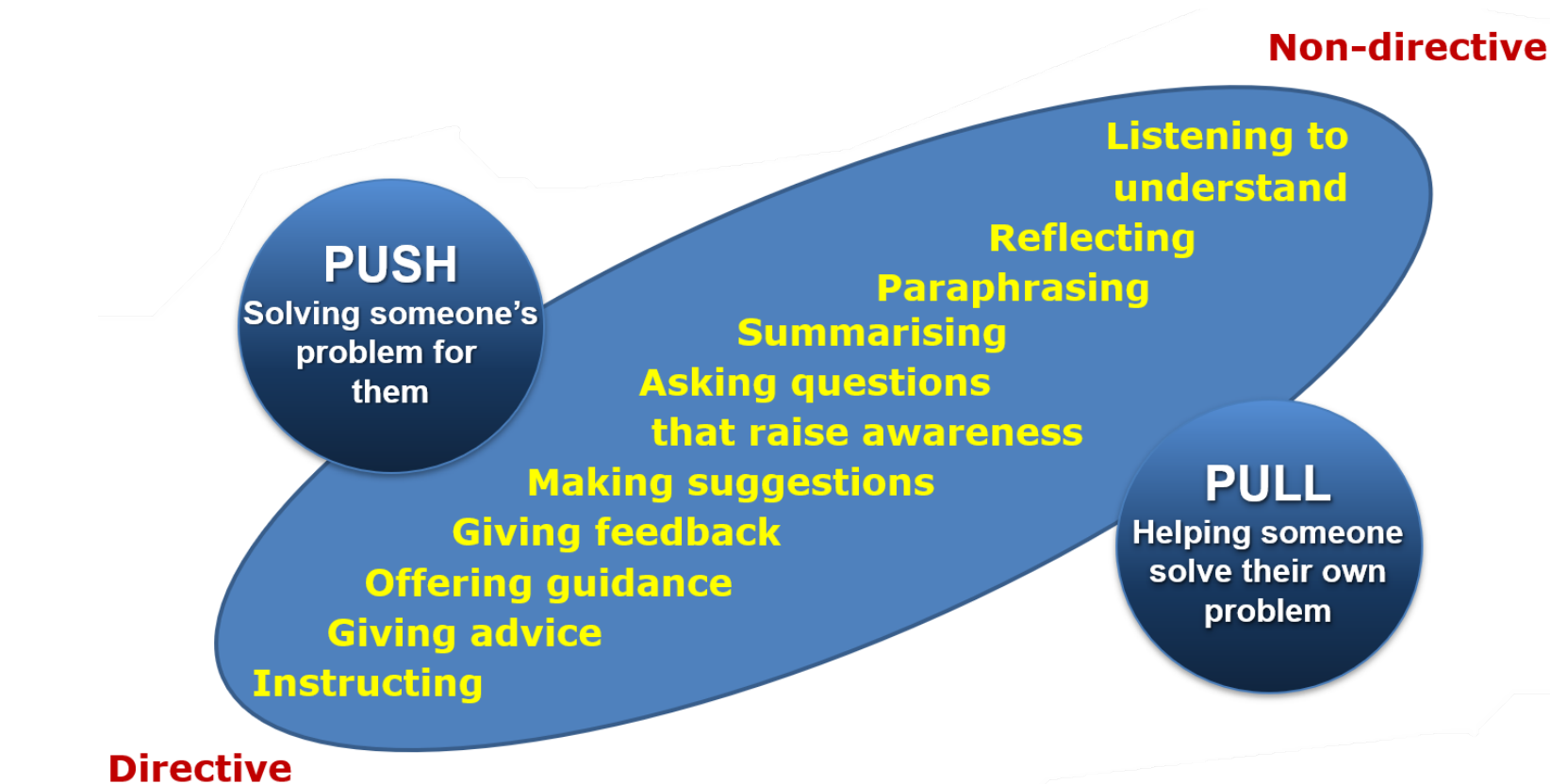


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The Push and Pull Model

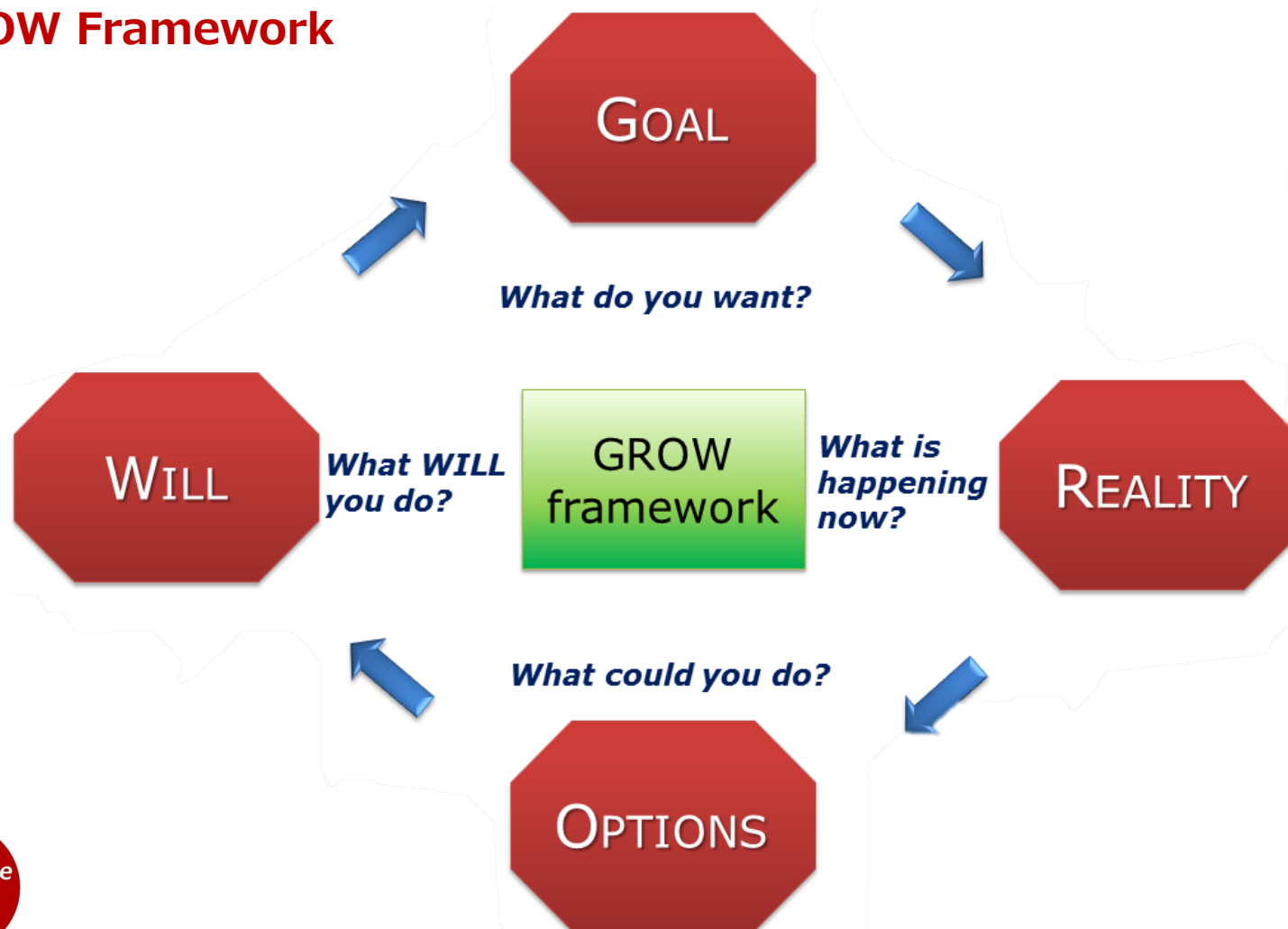


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The GROW Framework



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Introduction to Coaching (No. 13 in a series of 20)



The coachee explains what they would like to achieve or change

- 💡 What is wanted as an outcome from the coaching conversation?
- 💡 Is this realistic - or does the goal need to be separated into smaller, more manageable chunks?
- 💡 What are the time frames for the short and long term goals?



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REALITY

Evidence
Awareness
Understanding

The coachee describes and explores the issue and situation from all angles

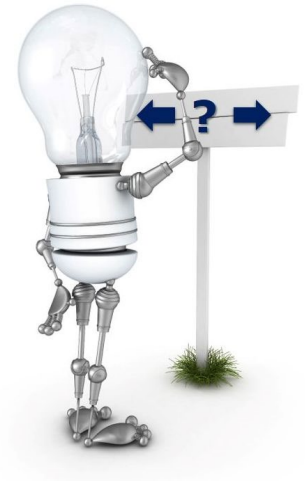
- 🔍 Ask questions to open up different aspects of the issue
- 🔍 Identify what is working well in respect of the issue as well as the barriers and the challenges
- 🔍 Expand the conversation, BEFORE focusing on the detail



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The coachee reflects on the options and generates ideas for potential solutions

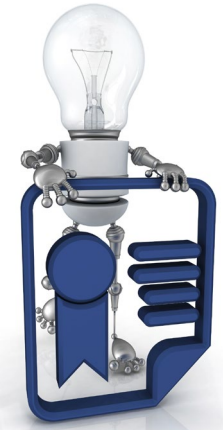
- 💡 Encourage the coachee to be creative in considering various alternatives
- 💡 Review the advantages and disadvantages of each
- 💡 Keep the questions short and open
- 💡 Include feeling questions such as: 'What solution appeals the most?'
- 💡 Resist providing solutions to try to solve the problem



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WILL

Milestones
Actions
Commitment

The coachee commits to specific actions within a defined time frame

- 🔑 Encourage the coachee to take actions to which they are drawn, feel positive about and motivated to do
- 🔑 Ask them to rate their enthusiasm and commitment on a 10-point scale
- 🔑 Ask questions that will facilitate the coachee to be explicit about the benefits of the action



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Coaching Principles (I)

- 💡 Listening is more important than talking
- 💡 Everyone is capable of achieving more
- 💡 People's beliefs about what is possible for themselves are their only limits
- 💡 A person's past performance is no indication of their future
- 💡 What motivates people must be understood



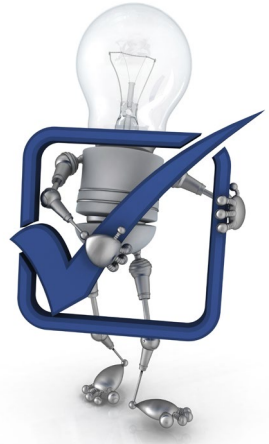
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Coaching Principles (II)

- 💡 Coaches don't provide the answers
- 💡 A coach must always provide full support
- 💡 Coaching does not include criticising people
- 💡 All coaching is completely confidential
- 💡 Some people's needs cannot be met by coaching and coaches recognise coachees with these needs



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Questioning in Effective Coaching

- 💡 Keep questions clear, succinct and brief
- 💡 Keep questions open and non-judgemental
- 💡 Ensure that questions are appropriate to the context
- 💡 Ask questions that preserve the flow of the conversation
- 💡 Ask only questions that are possible to answer
- 💡 Review the status of trust within the coaching relationship before asking difficult or challenging questions

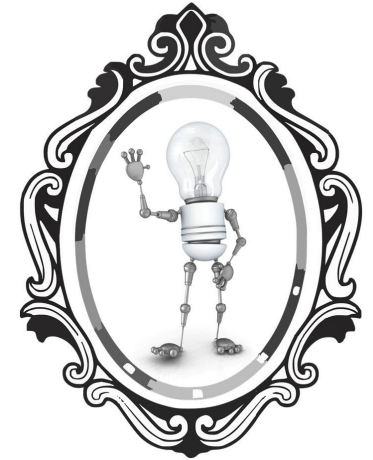


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Introduction to Coaching (No. 20 in a series of 20)

Coaching Reflection



- 💡 What seems to be most urgent and pressing?
- 💡 How could my perspective help?
- 💡 What specific insights does the individual need to acquire?
- 💡 How ready are they to address them?
- 💡 How specifically can I help?
- 💡 What do I want to avoid?
- 💡 What do we need to achieve?
- 💡 How have I helped so far?



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