

Coaching

What? Why? How?

Petr Eliáš, 2015

What is coaching

- * **Coaching** is designed to **improve existing skills, competence and performance**, and to **enhance** their **personal effectiveness, personal development or personal growth**.
- * A **development process** in which an individual gets support while learning to achieve specific **personal or professional results or goals**.
- * **Executive Coaching** is a process that takes place within a one-to-one helping and facilitative relationship between a coach and a manager that **enables to achieve personal-, job- or organizational-related goals**. **The intention is to improve personal and/or organizational performance**.
- * It typically includes interpersonal and professional communication, dealing with complex change, performance management, organizational effectiveness, leadership development, enhancing strategic thinking, dealing effectively with conflict, and building an effective team within an organization.

Coaching – Why ?

Developing Self
Role Clarification
Core Responsibilities
Personal Leadership Style

Developing Others
Interpersonal Styles
Setting Expectations
Communications
Coaching
Empowerment/Delegation
Conflict Management
Negotiation
Team Leadership

Improving Work Processes
Continuous Improvement
Work Processes
Planning
Monitoring
Performance Management
Monitoring Systems
Project Management
Measurement Systems

Leading the Organisational Environment
Establishing Vision and Direction
Guiding Transformational Change
Improving Organisational Change and Efficiency
Systems Thinking
Developing Strategy
Scenario Planning

What is coaching

Performance = Potential – Interference



Principles of coaching

- * **Self-confidence** – in internal potential to develop ourselves
- * **Awareness** – non judgmental observation supports “clarity”
- * **Responsibility** – willingness and courage to decide/act

GROW model



Goal

- * **S**pecific
 - * **M**easurable
 - * **A**mbitious
 - * **R**ealistic
 - * **T**imely based
 - * **E**cologic
 - * **R**ecorded
- + positively formulated
- + within the sphere of influence

- What is the goal you want to achieve?
- What exactly do you want to achieve during this session/long term basis?
- How will you recognize that the goal is achieved?
- How strong is your will to reach the goal? (e.g. 1-10)

Goal definition

Why is goal setting important?

- * Better **control** of particular area **of life/work**
- * Shift from thinking “if” or “why” towards “**how**”
- * Clearer the **goal** is, higher **motivation** we have

Practical advice

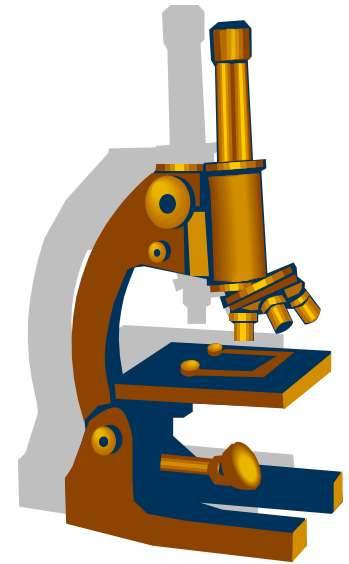
- * Allow enough time to stay in this phase – very important
- * Many people do not know what exactly they want (often they know what they do not want)
- * The result should be colorful, emotional, clear picture of the goal/vision
- * Overall goal of a coaching intervention (e.g. 4-6 sessions) /goal of particular coaching session (45 – 90 minutes)

Reality

Clear and objective description of the situation

- * People involved, obstacles, efforts done so far, etc.
- * Feelings, emotions
- * No judgments !

- What is happening now?
- Who (what) influences the situation directly/indirectly?
- What have you done to achieve the goal so far?
- What are the challenges to overcome?
- What is really behind?



Options

Brainstorming:

- * list all possibilities, options, ideas, solutions, no matter how “realistic” they seem to be
- * afterwards assess pros & cons of each of them

- What possible solutions come to your mind?
- What else you can do ?
- What if (you have more time, money, influence, people,...)?
- What would a person you admire do ?
- What can you gain/lose by each suggested option?

What, When, Will

- * Action plan (what, when, who)
- * Willingness (determination/motivation to act)

- What exactly will you do and when?
- When will you do that?
- Will it help you to reach the goal?
- What can threaten this action?
- How will you overcome it?
- What support do you need?/Who can help you?
- What sources you need?
- How strong is your determination to do that?
(e.g. 1-10)

Basic coaching rules

- * Build rapport before you start
- * Do not advice, your client is competent
- * Ask questions:
 - open (how, what, when, who...)
 - positively formulated
 - future focused
 - allowing creativity
 - motivating

Questions?

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