What is coaching?

(6) The model

(6.1) Roles
- (6.1.a) Teacher
- (6.1.b) Coach

(6.2) Skills
- (6.2.a) Rapport building
- (6.2.b) Listening
- (6.2.c) Questioning
- (6.2.d) Giving feedback

(6.3) Toolbox
- (6.3.a) GROW
- (6.3.b) Sunflower
- (6.3.c) Get a L.I.F.E.
- (6.3.d) Vision & Road Map
- (6.3.e) Cause & Effect
- (6.3.f) 360 Feedback
- (6.3.g) Personality

(6.4) Emotionally Intelligent
- (6.4.a) Self-awareness – the ability to know one's emotions, strengths, weaknesses, drives, values and goals and recognize their impact on others while using gut feelings to guide decisions.
- (6.4.b) Self-regulation – involves controlling or redirecting one's disruptive emotions and impulses and adapting to changing circumstances.
- (6.4.c) Social skill – managing relationships to move people in the desired direction
- (6.4.d) Empathy - considering other people's feelings especially when making decisions and
- (6.4.e) Motivation - being driven to achieve for the sake of achievement.

(5) History

- (5.1) Etymologically, the English term "coach" is derived from a medium of transport that traces its origins to the Hungarian word kocsi meaning "carriage" that was named after the village where it was first made.[3] The first use of the term coaching to mean an instructor or trainer arose around 1830 in Oxford University slang for a tutor who "carries" a student through an exam.[4] Coaching thus has been used in language to describe the process used to transport people from where they are, to where they want to be. The first use of the term in relation to sports came in 1831.[4]

- (5.2) Historically the evolution of coaching has been influenced by many other fields of study including those of personal development, adult education, psychology (sports, clinical, developmental, organizational, social and industrial) and other organizational or leadership theories and practices. Since the mid-1990s, coaching has developed into a more independent discipline and professional associations such as the Association for Coaching, The International Coach Federation, and the European Coaching and Mentoring Council have helped develop a set of training standards.[5][6] Janet Harvey, president of the International Coach Federation, was quoted in a New York Times article about the growing practice of Life Coaching, in which she traces the development of coaching to the early 1970s Human Potential Movement and credited the teachings of Werner Erhard's "EST Training," the popular self-motivation workshops he designed and led in the '70s and early '80s.[7]

- (5.3) The facilitative approach to coaching in sport was pioneered by Timothy Gallwey;[8] before this, sports coaching was (and often remains) solely a skills-based learning experience from a master in the sport. Other contexts for coaching include executive coaching, life coaching, emotional intelligence coaching and wealth coaching.

(4) Definitions

- (4.1) "Unlocking a person's potential to maximize their own performance. It is helping them to learn rather than teaching them" (Whitmore 2003)

- (4.2) "A collaborative, solution focused, result-orientated and systematic process in which the coach facilitates the enhancement of work performance, life experience, self-directed learning and person growth of the coachee" (Grant 1999, basic definition also referred to by the Association for Coaching, 2005).

- (4.3) "A professional partnership between a qualified coach and an individual or team that support the achievement of extra-ordinary results, based on goals set by the individual or team "(ICF, 2005)

- (4.4) "The art of facilitating the performance, learning and development of another" (Downey, 2003)

- (4.5) "Coaching is directly concerned with the immediate improvement of performance and development of skills by a form of tutoring or instruction" (Parsloe, 1995).

- (4.6) "Coaching psychology is for enhancing well-being and performance in personal life and work domains underpinned by models of coaching grounded in established adult and child learning or psychological approaches" (Special Group of Coaching Psychologists, part of the British Psychological Society)

- (4.7) "Coaching is about developing a person's skills and knowledge so that their job performance improves, hopefully leading to the achievement of organisational objectives. It targets high performance and improvement at work, although it may also have an impact on an individual's private life. It usually lasts for a short period and focuses on specific skills and goals." (CIPD 2009)

- (4.8) "Psychological skills and methods are employed in a one-on-one relationship to help someone become a more effective manager or leader. These skills are typically applied to a specific present-moment work-related issues….in a way that enable this client to incorporate them into his or her permanent management or leadership repertoire" (Peltier 2010)

- (4.9) [Co-active] coaching is "a powerful alliance designed to forward and enhance a life-long process of human learning, effectiveness and fulfilment" Whitworth et al (2007)

- (4.10) "Coaching is about enabling individuals to make conscious decisions and empowering them to become leaders in their own lives" (Wise 2010 – sorry couldn't help sneaking one in myself!).

(1) Benefits of coaching

(1.1) Organisation
- (1.1.a) Improved employee retention
- (1.1.b) Improved morale and satisfaction
- (1.1.c) Increased productivity
- (1.1.d) Improved business relationships
- (1.1.e) Quantum increase in performance
- (1.1.f) Identify team members personal winning strategies
- (1.1.g) Differentiated from the competition
- (1.1.h) Enhanced staff management and leadership skills
- (1.1.i) Acts as the glue that binds together other development initiatives to ensure maximum impact

(1.2) Individual
- (1.2.a) improvement in individual's performance, targets and goals
- (1.2.b) increased openness to personal learning and development
- (1.2.c) increased ability to identify solutions to specific work-related issues
- (1.2.d) greater ownership and responsibility
- (1.2.e) development of self-awareness
- (1.2.f) improvement of specific skills or behaviour
- (1.2.g) greater clarity in roles and objectives
- (1.2.h) the opportunity to correct behaviour/performance difficulties

(2) Types of coaching

- (2.1) Performance coaching. Coaching activities here are aimed at enhancing an individual's performance in their current role at work, to increase their effectiveness and productivity at work. Generally, performance coaching derives its theoretical underpinnings and models from business and sports psychology as well as general psychological theory.

- (2.2) Skills coaching. This form of coaching focuses on the core skills an employee needs to perform in their role. Skills coaching provides a flexible, adaptive, 'just-in-time' approach to skills development. Coaching programmes are tailored specifically to the individual and are generally focused on achieving a number of skill development objectives that are linked to the needs of the organisation.

- (2.3) Career Coaching. Coaching activities focus on the individual's career concerns, with the coach eliciting and using feedback on the individual's capabilities as part of a discussion of career options. The process should lead to increased clarity, personal change and forward action.

- (2.4) Personal or life coaching. This form of coaching provides support to individuals wishing to make some form of significant changes happen within their lives. Coaches help individuals to explore what they want in life and how they might achieve their aspirations and fulfil their needs. Personal/life coaching generally takes the individual's agenda as its start point.

- (2.5) Business coaching. Business coaching is always conducted within the constraints placed on the individual or group by the organisational context.

- (2.6) Executive coaching: One to one performance coaching is increasingly being recognised as the way for organisations and individuals to improve performance. By improving the performance of the most influential people within the organisation, the theory goes that business results should improve. Executive coaching is often delivered by coaches operating from outside the organisation whose services are requested for an agreed duration or number of coaching sessions.

- (2.7) Team facilitation: Coaching in its role as facilitator is particularly valuable during the budget and strategy planning season. And coaching a team before a presentation can dramatically improve performance – as well as self confidence.

- (2.8) Work shadowing: As well as being a means of identifying an individual's behaviour and performance, work shadowing is an excellent method of getting immediate feedback on behaviour, with a discussion of alternative ways of handling future such situations.

(3) The coaching ladder
- (3.1) Directive
- (3.2) Non-directive