

FROM COMMANDER TO COACH

‘Coaching is unlocking a person’s potential to maximize their growth’.

Sir John Whitmore



CHIEF
EXECUTIVES'
FORUM

In pairs introduce yourself to each other:

Who are you?

What is the role of your team?

How long have you been a leader?

What is your greatest challenge when **COMMUNICATING** with your team, colleagues, stakeholders?



HOW WOULD IT BE.....

Believed that all of my team are capable, good and wise;

Focused my energy on strategy;

Created a culture of ongoing development driven by the individual;

Harness more energy and move away from telling;

Everyone across the service were fully accountable for their own growth;

People were fully engaged.

What would your role then be?

COACHING — WHY SO POPULAR?

Less taboo;

‘You’re worth the investment’;

Flexibility of approach;

Professional and standardised;

Viewed as a development tool.



WHO USES COACHING?



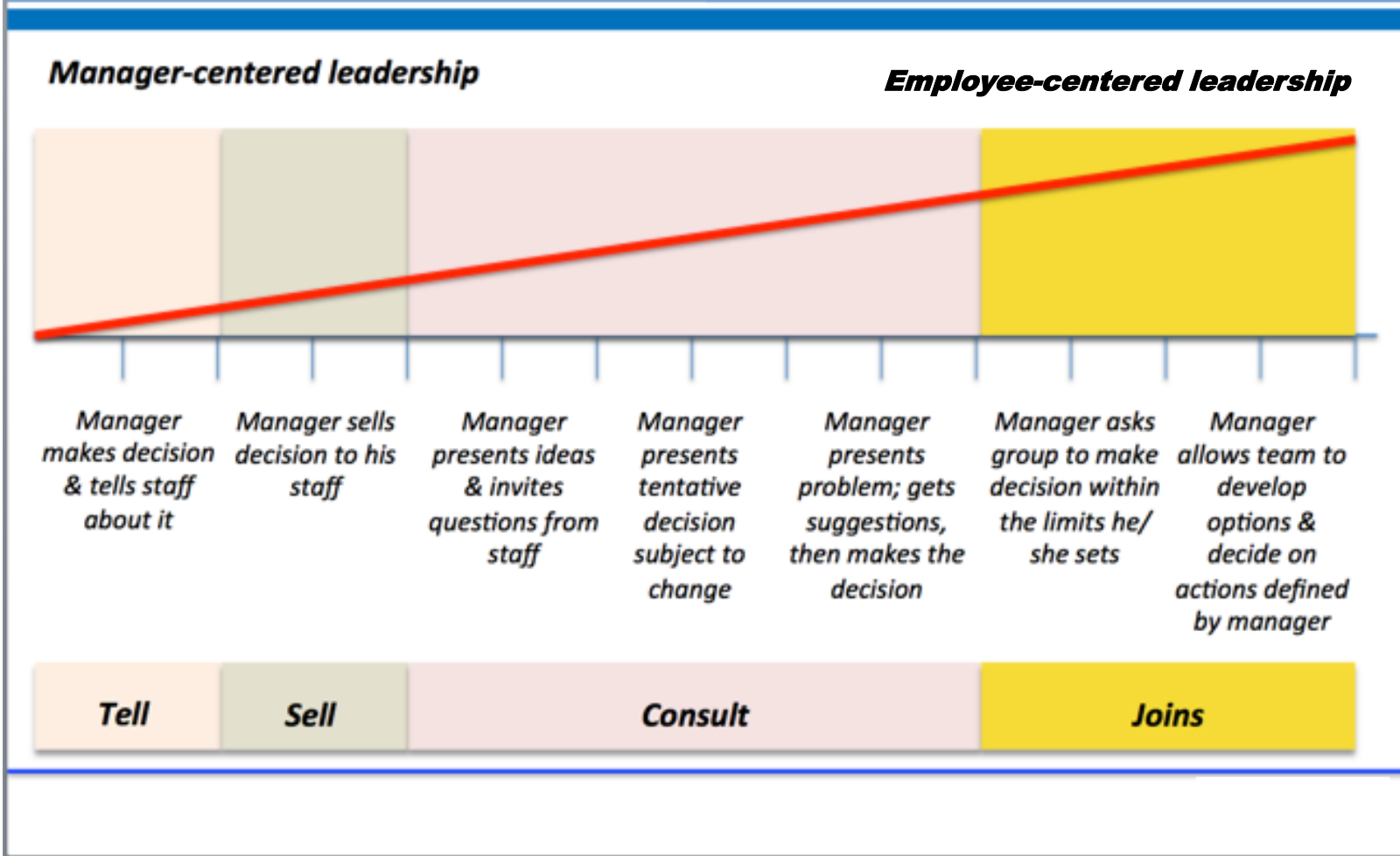
Where were you on the continuum 5 years ago?

Where are you now?

Where would you like to be in the future?

What will it take to get there?

Tannenbaum and Schmidt Continuum of Leadership



EVIDENCE OF IMPACT

Positive effects of workplace coaching as an approach to employee learning and development in organizations

Coaching was more effective when conducted by internal coaches and when multisource feedback was excluded

Workplace coaching was effective whether conducted face-to-face or using blended techniques (i.e., blending face-to-face with e-coaching)

- *2015 The effectiveness of workplace coaching: A meta-analysis of learning and performance outcomes from coaching, Rebecca J. Jones Stephen A. Woods Yves R. F. Guillaume*

Coaching increased overall well-being scores by improving coachees' ability to feel relaxed, to feel useful and to think clearly.

- *Impact of coaching: An empirical longitudinal study into coachee well-being, engagement and job satisfaction following a coaching programme at work, by Hicks B, Carter A, Sinclair A. (2013).*

DEVELOPING THE COACHING CULTURE: A CASE STUDY FROM INVEST NI



Development of master coaches;

Development of internal coaches – coaching programmes, booster sessions, accredited development;

Ongoing momentum – coaching circles and supervision;

Built into performance review conversation;

Embedded into Leadership Development Programme.

Attributed results – its challenging to measure!

- Higher engagement scores year on year;
- Increased uptake on development opportunities;
- More confident managers;
- Stronger relationships.



DISADVANTAGES — OR ARE THEY?

Some people might make a decision to leave;

Some people might find their voice;

Some people might want to change direction;

Some people might need time out!

COACHING IS NOT:

Fixing the person because they are broken;

Counselling the team member about their past;

On-job training;

Mentoring;

Telling or directing the person;

About telling your story.



WHEN COACHING WE ARE ASSUMING.....

Capable

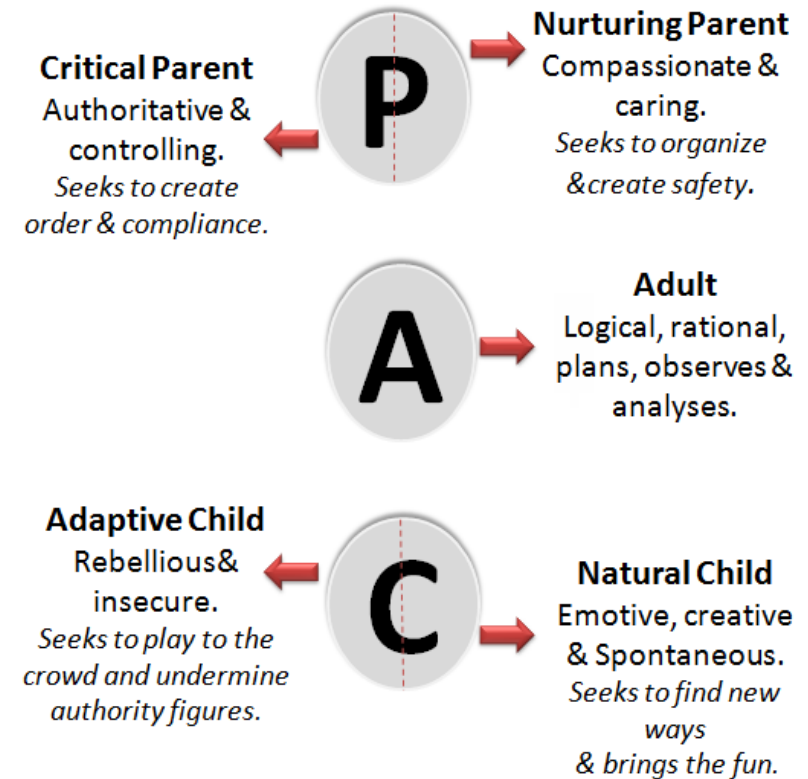
Creative

Good

Possibility for Change

Adult to Adult

Ego States Parent-Adult-Child



Eric Berne

WHAT DO YOU NEED TO BE, TO BE A COACH?

Core traits:

Patience

Presence

Positivity

Partnership

Acceptance

Selflessness



CHALLENGES WHEN CREATING A COACHING CULTURE

Maintaining the approach
when stress kicks in;

Continuous development;

Energy and financial
investment;

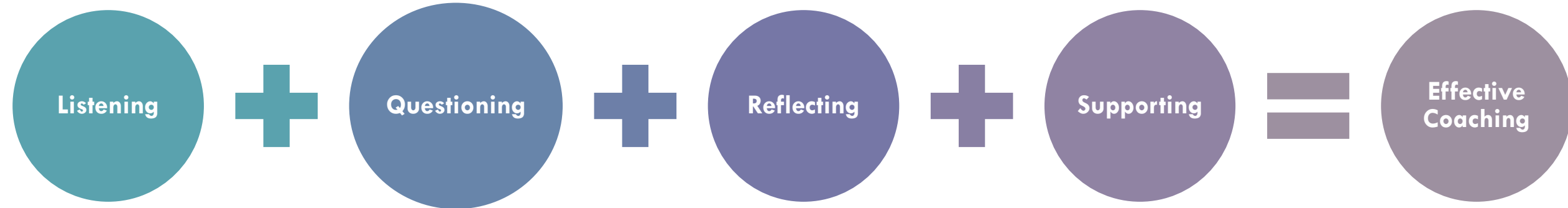
Requires level of maturity;

Takes time and
perseverance;

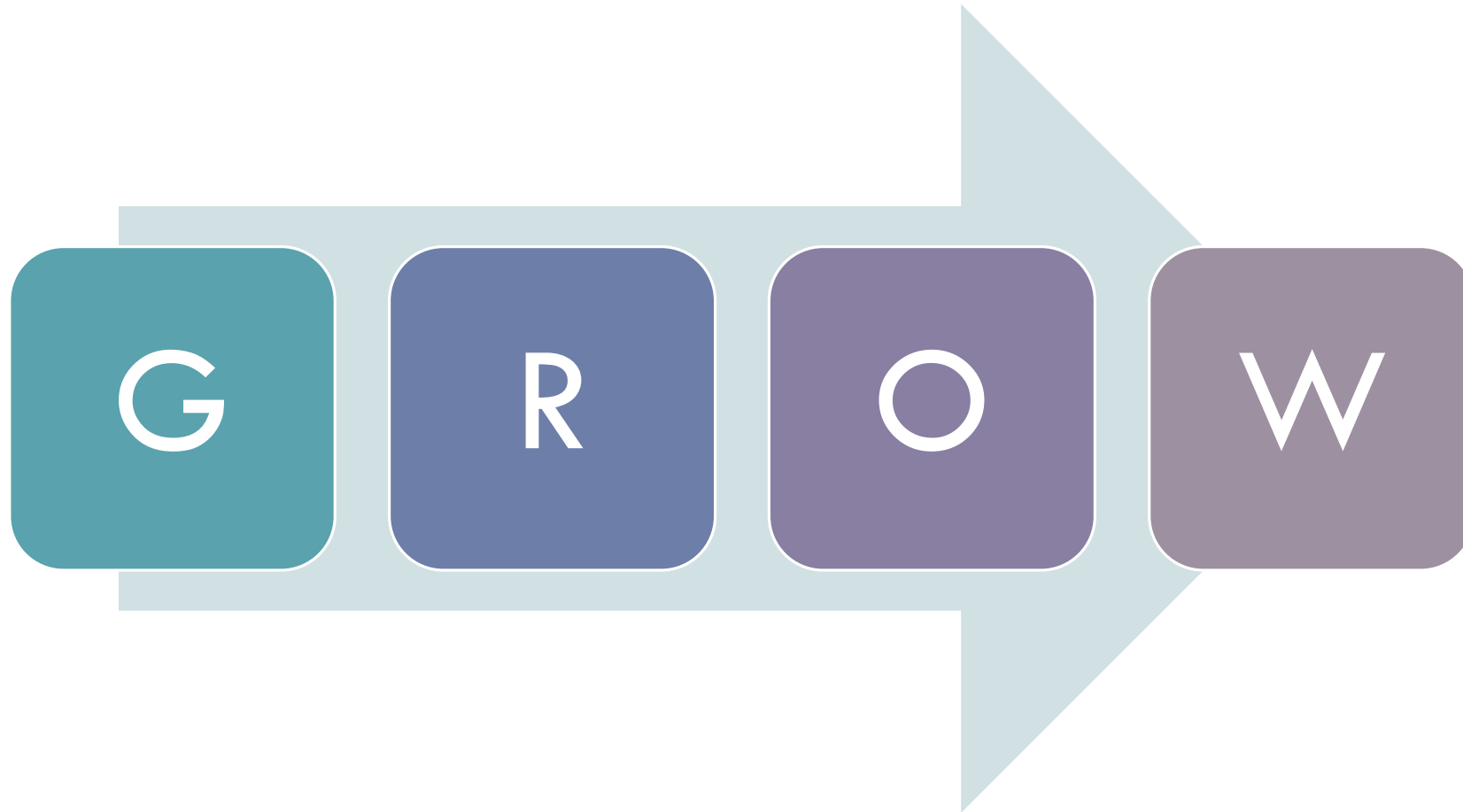
Commitment from Leaders
and Managers.



THE SKILLS EQUATION



MODEL OF COACHING — WHITMORE ET AL



GOAL

- What do you want?
- What's important about that for you?
- What would you see, hear or feel if you achieved that?
- What does it look like?
- What does thinking about the goal do for you?
- What would be the impact of achieving that goal?
- How do your values relate to this goal?
 - What's important about this?
- What is the ideal?
- What's the purpose?
- What is the specific reason behind it?
- What is your intention?





REALITY

- Where are you now?
- What's happening now?
- How does this impact on you?
- On a scale of 1-10 where are you now?
- What's the cost of this to you?
- If you were to change one thing about this what would it be?
- What does this reality stop you from doing?
- What's happening now that could propel you forward?
- What's working?
- How do you feel about it?
- What's missing?

OPTIONS

- What's possible?
 - What else?
- What could you try now?
- What's the easiest thing to do?
- Who do you need to speak to right now?
- What's the potential outcome?
- What will it give you?
- How could you do that?
- Which option will have the greatest impact?
- What's the alternative?
- What could the first change be?



WILL/ WAY FORWARD

What's next?

When will you achieve the most challenging action?

What's possible?

When?

How are you going to do this?

How will you make it happen?

Who can support you?

Who will you speak to?

How will this action contribute to your goal?

What will the outcome be?

How will you know that you've been successful?

What's plan B?





COACHING PRACTICE

Coach :

It is your role to use the GROW model and ask great questions

Coachee:

It is your role to use a real life scenario to be coached on, to open up and to recognise that this is practise for the coach

Observer:

It is your role to be time keeper, note any observations down on the template, provide feedback to the coach respectfully



INTERESTED IN DEVELOPING YOUR COACHING SKILLS?

Contact me

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Next Coaching Practitioner Programme Oct 2018

