

Module: Coaching Skills

Fast Track Read

By the end of the session we will learn the following:

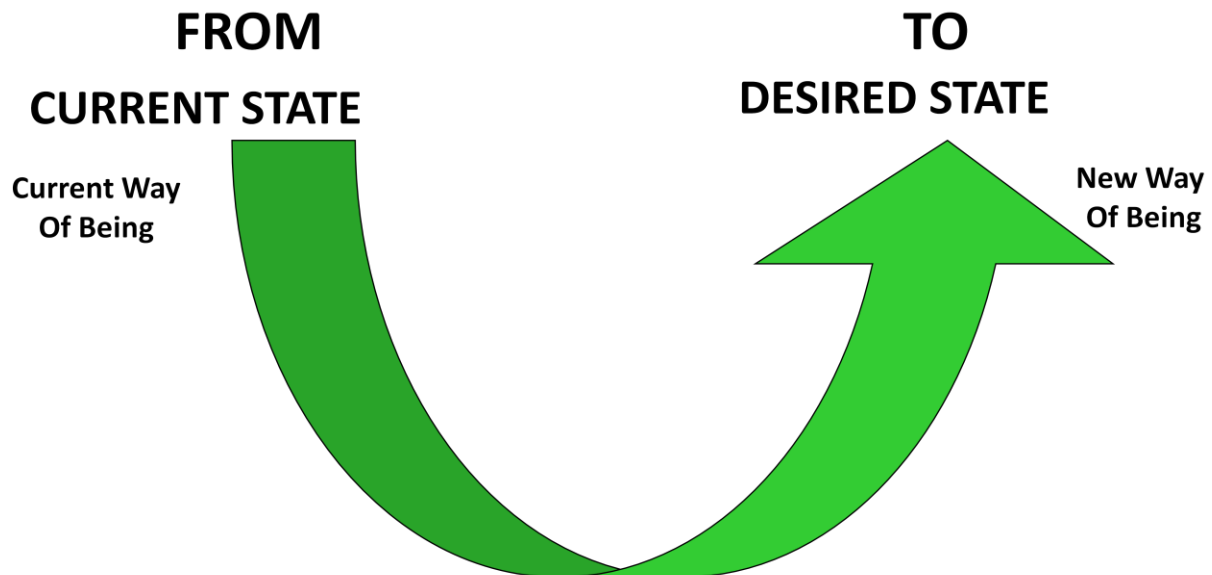
- What is coaching
- Difference between instructing and coaching
- Why be coached
- Benefits of coaching
- Who is coachable
- When to coach
- Role of a coach
- Skills & Qualities of a good coach
- Hurdles faced by a coach
- Do's & Don'ts of coaching
- Coaching behaviors
- Creating a coaching culture
- What is on the job coaching
- Purpose of on the job coaching
- Skills Development model
- Willingness Ability model

Coaching is a...

Process through which two or more professional colleagues...

- Reflect on current practices
- Expand, refine and build skills
- Share ideas
- Solve problems in the workplace
- Set Goals
- Create action plans

Coaching is about Moving...



**Where are you now?
Where do you want to be?
What can you do to get there?**

Difference between Instructing and Coaching

Instructing is...

- Expert power
- More of advice
- Outsider
- Low level of involvement
- Assignment basis
- Assignment oriented

Coaching is...

- Part of the problem
- Expert/Role Model
- Internal
- High level of involvement
- Ongoing
- Output oriented

Why be Coached?

- You can't see your own blind spots
- Your up-line can help refine what you are doing
- Your up-line has a vested interest in helping you be successful
- Your up-line can help guide you to discover solutions
- You will take more actions when you are accountable
- Your belief and confidence will increase

Benefits of Coaching

Coaching helps to:

- Improve interpersonal skills
- Improve self confidence and self esteem
- Be more positive and assertive
- Gain new perspectives and ways of thinking
- Acquire new skills & abilities
- Improve work-life balance
- Reduce stress levels

Who is Coachable?

- Someone who has the desire to learn
- Someone willing to accept his mistakes
- Individuals who are committed to change
- Open to sharing information about themselves
- Open to feedback about themselves
- Appreciate new ideas
- Know yourself

When to Coach?

- Coaching for success
- Coaching for improvement
- Coaching for managing performance

Role of a Coach

- Facilitate clarification of the goal
- Guide from a start point to the finish
- Maintain a threshold to keep focus/track
- Help overcome hurdles in pursuit of the goal

Remember...

Selecting the right person for the right job is the largest part of coaching

- **Philip Crosby, Reflections on Quality**

Skills & Qualities of a Good Coach

- Good understanding of human behaviours
- Excellent interpersonal skills
- Always encouraging/positive
- Willing to experiment with new ideas
- Avoids comparing to others performance
- Is open and honest in all communication
- Raises the individual's expectation
- Learns from mistakes
- Is liberal minded
- Has high level of integrity
- Admits failures
- Is human and therefore imperfect

Hurdles Faced by a Coach

- Unable to identify strengths or areas for improvement
- Lack of clear expectations
- Lack of consequences
- Organizational barrier
- One-way communication
- Manager tells and doesn't ask question
- Lack of employee engagement

Do's & Don'ts of Coaching

Do...

- Be patient
- Encourage when someone makes mistakes
- Help him/her when he/she is in need
- Always be constructive in your feedback
- Coach only when necessary

Don't...

- Be judgmental
- Rush or attempt to pace
- Assume
- Interrupt
- Be biased
- Do other things while coaching
- Get angry/upset
- Coerce or use position to influence
- Rush the process
- View coaching to 'fix' people

Coaching Behaviours

- Have self-control
- Have empathy
- Have good 'social' skills
- Respect and value equality and diversity
- Show interest in people and what they are doing

- Challenge and stretch
- Generate commitment to move forward
- Encourage people to develop options
- Change perceptions

Creating a Coaching Culture

- Have a coach conversation every day
- Live coaching, don't pretend it
- Build relationships, then coach
- Remember coaching is listening, not telling
- Build on strengths
- Create energy for positive change
- Value everyone's differences & uniqueness
- Have regular, consistent, structured conversations
- Review frequently

What is On the Job Coaching?

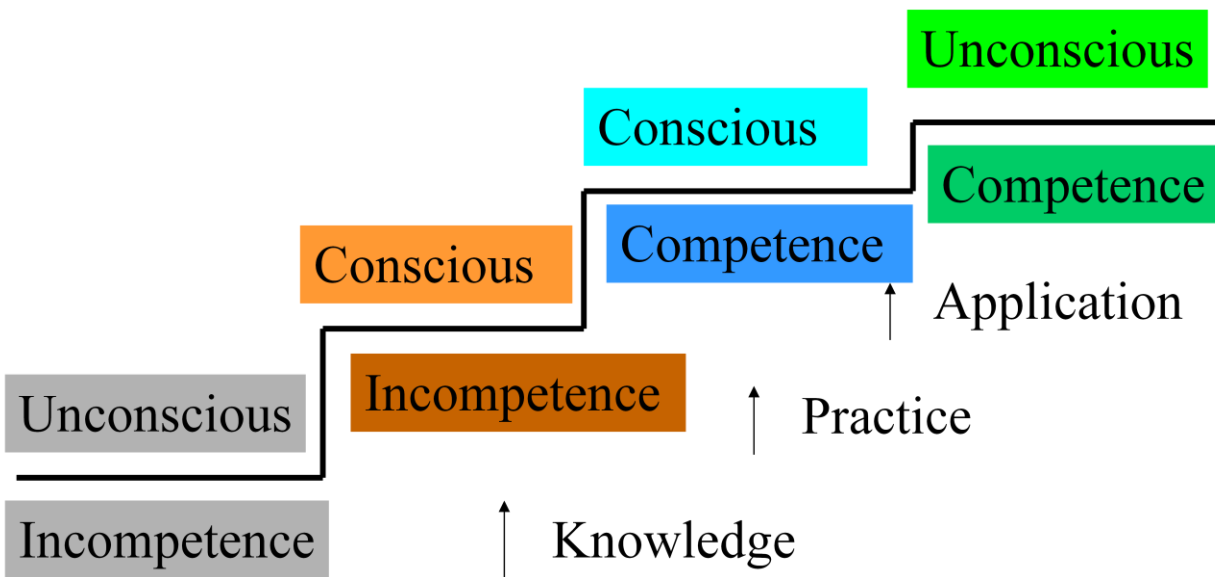
- “Equipping employees with required knowledge and skills for the job”
- OJT is learning delivery method used for
 - New employees
 - Employees who require training
 - Cross training
- Delivered from peers and managers
- Highly-effective training method
- Highly- transferrable

Purpose of On the Job Coaching is to...

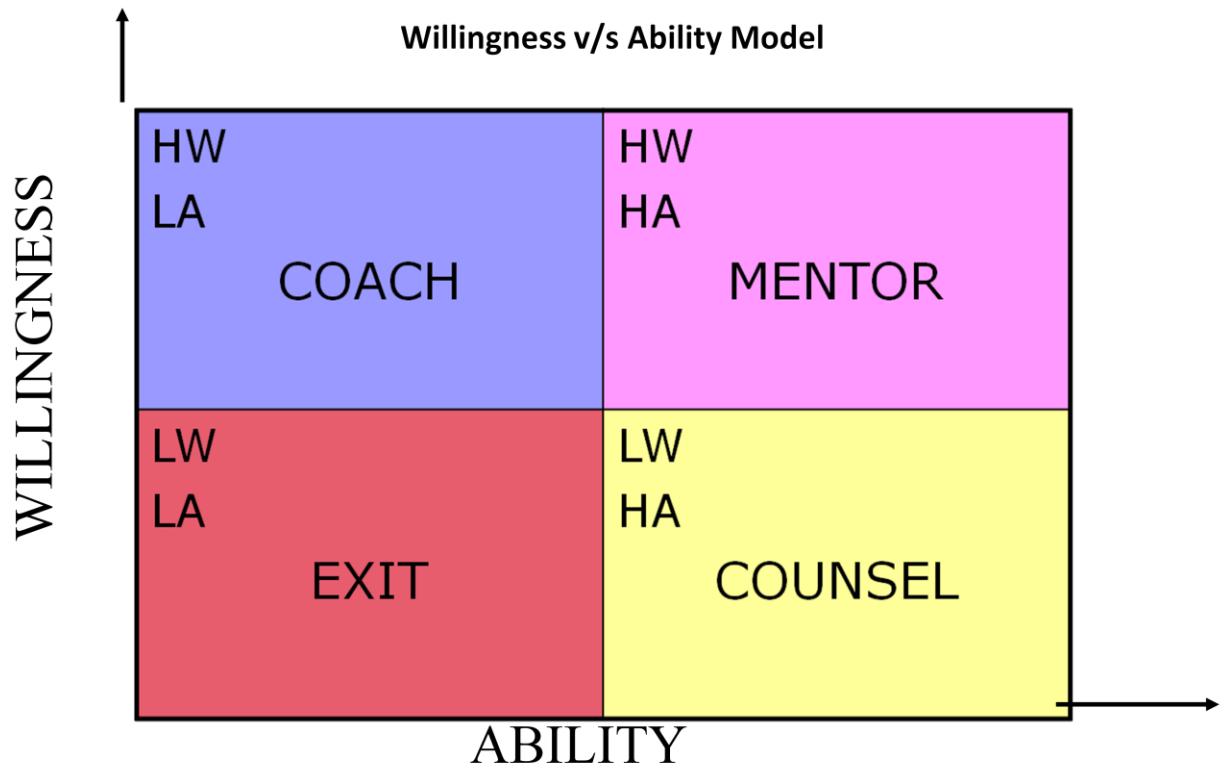
Develop job related skills by

- Observing
- Analysing
- Demonstrating
- Feedback

Skills Development Model



Willingness Ability Model



E.g. Sales Coaching

- Step 1: Watch and observe 5 calls
- Step 2: Ask the trainee what he did well
- Step 3: Ask the trainee what he thinks he could have done better
- Step 4: Give him your feedback
- Step 5: Demonstrate the correct call procedure
- Step 6: Ask him to give you feedback
- Step 7: Let him do another 5 calls under your observation