What Is Coaching?

There are a number of definitions for coaching:

1. Coaching uses real work as a learning experience

2. Coaching is a process of learning from experience, based on self-awareness, planning, and self assessment, stimulated and supported by the coach

3. Coaching can be applied to the development of people who
   - Have the basic capability but are performing below the required standard
   - Are performing satisfactorily but have further potential which is not being realised

Coaching is ‘the release of talent and skill, previously untapped by training, through a process of self-awareness initiated by the coach’ (Frank S Salisbury — Developing Managers as Coaches)

Frank Salisbury’s definition is based on the idea that training will work to a point where further training will not initiate further performance improvement. That point differs for each person.

The coach needs to work one-on-one with the individual to initiate, through a process of self awareness, personal ownership and responsibility for his or her own performance.

Inherent in the concept of personal ownership for one’s own performance is the need to adapt the philosophy of Personal Best (PB). We can never guarantee that we will be the best. What we can strive for is the best we can be, or to better than we have been before, to deliver a PB....

The coach should always encourage achievement in the individual, rewarding them emotionally by providing feedback, advice and support to reach their personal best (PB).

SOME COMPARISONS –

Coaching versus instructing

Instructing is giving specific information on how to perform a task, and guidance during initial practice.

For most people coaching is another term for training, as a means of teaching or instructing people.
However, coaching follows and supports instructing. It releases the potential skills, knowledge, and attitudes which people have, that instructing cannot. People are taught to carry out a job, function or task in a particular way; but can then be coached to do it better.

Often the assumption is that people have reached the limit of their ability. In reality this only means that people have reached the limit of their ability to be taught. Coaching helps people to enter a zone as yet untapped.

**The Role of a Coach**

Coaching is a technique or strategy that effective managers or supervisors use to the benefit of the employee, the business and themselves.

Coaching employees takes time and energy. To be an effective coach – there is no halfway.

The coaching role is one of training and assisting and motivating and correcting and all of those things again. It is about giving feedback.

It is about being strong. It is about wanting your team to achieve their full potential. It is about wanting to be a successful manager achieving targets.

Coaches listen. They listen to learn why an employee is behaving in a certain manner. Coaches, once they have this understanding (and this may take a while) then set about with the employees help to develop a strategy or action plan to assist the practice staff to achieve the standards required.

Effective coaches provide ongoing feedback - Always to a standard. Coaches develop respect and trust from their employees. The “F” rule absolutely applies here: Feedback, Fair, Firm and Factual. Coaches must be very sure not to have double standards. Standards are the same for each employee.

However, coaches must remember that each employee is an individual. As individuals, they will have varied learning abilities and styles. Therefore the same learning strategies may not necessarily work for different employees. Some employees will struggle with some areas whilst others will power on. It is neither ‘right’ nor ‘wrong. Employees are individual.

Effective coaches are great listeners and excellent observers of behaviour. They are able to give feedback in a non-threatening and constructive manner.

**Effective coaching lessens the need for counselling.**

**The Benefits of Coaching**
1. **The individual performs the job better**

Employees working in a true coaching environment, where the focus is on personal development, rather than accomplishment of the task, find a stimulus which results in a more effective task completion.

2. **A better relationship is formed between manager and employee**

Generally, people do not like being told what to do, controlled, instructed, manipulated, or experimented on, so why is it that when most people on becoming managers, the first thing they do is to seek control and start telling their employees what to do?

Many managers see the role of coach as a soft option, an abdication of management. Sure, management must reserve the right to manage - coaching is another tool in their armoury, which can and should be employed when the situation demands it. The problem is that very often managers fear letting go.

3. **Enhances confidence**

Coaching encourages the individual to take personal responsibility for their own performance improvement. The individual, through a process of self awareness combined with positive expectations from the coach, sets specific, realistic, and agreed goals to achieve. The process gives the individual personal ownership of, and real commitment to realise, their performance improvement targets.

This increases the likelihood of success which enhances confidence in themselves, in the coach, and in the coaching process.

4. **Enhances learning culture**

Coaching within a practice expects people to take personal responsibility for their own ongoing performance improvement. Learning is inherent in this process. Such a phenomenon embracing all members, of all levels of an organisation empowers people to learn, share, support, to practice win/win behaviour and to grow.

5. **Improved communication**

Successful coaching enhances trust and encourages greater disclosure and openness between coach and individual. If coaching is embraced company-wide, improved communication throughout the practice will evolve.

6. **Self-worth**

Effective coaching empowers the individual to take personal responsibility for their own performance. This increases the likelihood of the individual continually improving their performance and therefore enhancing their own feeling of self-worth.
THE COACHING MODEL

1. Establish current competence
2. Agree learning objectives
3. Hands on opportunity
4. Conduct review
5. Recap and summary
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<thead>
<tr>
<th>Existing level of knowledge, skills and attitudes</th>
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<tr>
<td>Further knowledge, skills and altitudes attainable by instructing</td>
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<tr>
<td>The untapped levels of knowledge, skills and attitudes, which can only be attained by coaching</td>
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