



## Online Free Resources

We develop people – they develop your business

### Definition of Coaching

*“A structured conversation in which the coach draws out an individual’s hidden potential and sets them on a course to develop this potential into reality”*

In a coaching session, the coach effectively works as a “mirror” to the person being coached and reflect back all the time.

### Objective of Coaching

To change attitudes by removing the blocking attitudes that have built up in people and release them to achieve improved results.

### ROI on Coaching – why do we do it?

Coaching has been proven to improve effectiveness, reduce absenteeism, improve use of time and even stop people from leaving the organisation. Huge savings have been demonstrated.

## Guidance for coaching for managers

### How do we coach?

- Set a specific time aside in a neutral environment room where there is no disturbance for the duration of the coaching session.
- Set the time for the session (suggest 30 or 60 minutes) and stick to it.
- Build your conversation around a model which suits you (see examples of models below)
- Ask questions that enable the person you are coaching think about the point and do not accept woolly or off the point answers.
- If necessary keep asking –What else; what else; what else etc. until you get to the bottom of the point.
- Ask open questions (ones that have to have more than a Yes or No answer)
- Ask a slightly off the wall but relevant question (see list below). That may get a better result than direct questions.
- Listen properly to the answers (a ratio of 4:1 listening to speaking for the coach is the minimum)
- Remain non judgemental and do not make suggestions – allow the person you are coaching to come up with all the ideas.
- During the coaching session, remain as equals – do not pull rank!

## Frequency of sessions

Set the sessions to suit the need. This may be weekly, every other week or monthly. They should not be longer than a month apart. The person that is being coached needs the discipline to have to report back to the coach on a regular basis.

## Models

For simplicity we shall look at a model for coaching which is very practical and simple – CIGAR. You may hear of others (the most often heard of is GROW) but they all effectively achieve the same objective.

Work through these CIGAR steps by asking relevant questions and you will have an effective coaching session.

### Current Reality

What is the current situation? Typical examples (as a guide – there are many more) could be:-

1. I have lost enthusiasm for my work.
2. I do not understand the people around me.
3. I cannot cope any more.
4. I want promotion, but it does not seem to be coming my way.

### Ideal

What is the ideal situation? Examples (as a guide – there are many more) could be:-

1. To have the passion for work that I used to have.
2. To be fully briefed properly in what I am doing.
3. To be on top of my job.
4. To be promoted two steps up.

### Gaps

What is stopping the ideal situation happening? Examples (as a guide – there are many more) could be:-

1. I perceive that I am not valued.
2. People do not come to me anymore and I am sidelined.
3. I do not have the skills to do what I am doing at the moment.
4. I have not told anybody that I want a promotion.

### Action

What action needs to be taken? Typical examples (as a guide – there are many more) could be:-

1. Ask around to see how I am valued.
2. Stop sitting in a corner, get to the coffee machine and put myself about.
3. Arrange some training to deal with the specific shortcomings I perceive.
4. Organise a meeting with my manager/HR to discuss my career plans.

### Review

How am I doing? Typical examples (as a guide – there are many more) which will be fed back from previous sessions could be:-

1. I have found out that everybody thinks I am doing a great job and the team could not manage without me.
2. I am now being consulted on those areas of my role here that impact with everybody else.
3. The training session has enabled me to do what I am now being asked to do with great confidence.
4. I am now Area Manager.