

## WHAT IS COACHING?

### External Coaching

Professional Coaching is a professional partnership between a qualified coach and an individual or team that supports the achievement of extraordinary results, based on goals set by the individual or team. Through the process of coaching, individuals focus on the skills and actions needed to successfully produce their personally relevant results.

The individual or team chooses the focus of conversation, while the coach listens and contributes observations and questions as well as concepts and principles which can assist in generating possibilities and identifying actions. Through the coaching process the clarity that is needed to support the most effective actions is achieved. Coaching accelerates the individual's or team's progress by providing greater focus and awareness of possibilities leading to more effective choices. Coaching concentrates on where individuals are now and what they are willing to do to get where they want to be in the future. *International Coaching Federation (ICF)* trained coaches recognize that results are a matter of the individual's or team's intentions, choices and actions, supported by the coach's efforts and application of coaching skills, approaches and methods.

### Internal Coaching

Internal coaching is a coach approach to leadership and management. Often referred to as performance coaching, the focus of internal coaching is telling less and listening and asking questions more. The coach approach to management seeks influence through non-directive means (see below). Internal coaching recognizes people will be more fulfilled, engaged and accountable when they are led to discover their own answers to their questions.

### What Do Coaches Do?

#### Ask Questions

Coaches ask powerful questions that encourage you to think of things in different ways. By asking the right questions, you have the opportunity to find your own best answers.

#### Listen Deeply

You are the focus. Coaches listen to what you say, what you are trying to say, and what you are not saying.

#### Provide Feedback

From time to time we are not aware of the impact our beliefs, actions, or our words have on ourselves or others. Coaches can help you more clearly appreciate your impact.

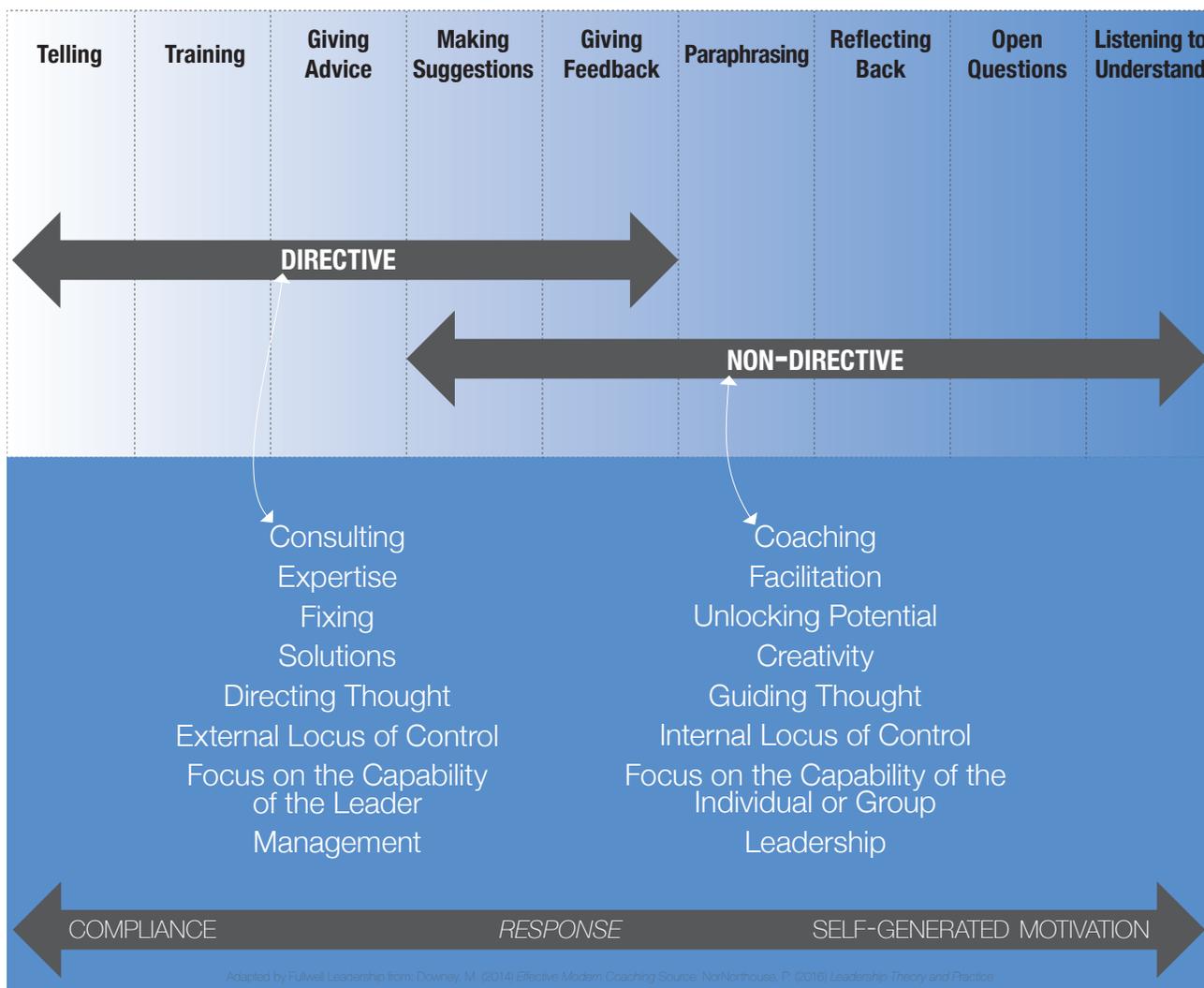
### Create Accountability

Coaches believe that you are fully responsible for your own success and solutions. You are supported to discover your own solutions and take purposeful action toward your goals.

### Acknowledge Progress

A coach provides encouragement, compassion and acknowledgement. It takes a lot of work to achieve goals and sustain their effects for the long-term. Coaches understand that and acknowledge the effort you make, even when you might not recognize it yourself.

In thinking about coaching in the broadest sense – *it's a dialogue with the intention of motivating behaviors necessary to reach a goal*. It's not a singular, formula-based approach, but rather a skill set that can be used differently in different settings. It can be helpful to see coaching on a spectrum of leadership and motivational behavior.



### What Are Some Typical Reasons Someone Might Work With A Coach?

An individual or team might choose to work with a coach for many reasons, including but not limited to the following:

- a. A desire to develop leadership skills and support a leadership development program
- b. Something urgent, compelling or exciting is at stake (a challenge, stretch goal or opportunity)
- c. A gap exists in knowledge, skills, confidence or resources
- d. A desire to accelerate results
- e. Feeling 'stuck' or lack of clarity with choices to be made
- f. Core strengths need to be identified, along with how best to leverage them
- g. A need for self-reflection, development and change

## Is There Proof Coaching Works?

Yes! The *ICF Global Coaching Client Study* shows most clients reported improved work performance, better business management, more efficient time management, increased team effectiveness, and more growth and opportunities. The same study found that coaching clients noted greater self-confidence, enhanced relationships, more effective communications skills, better work and life balance and an improvement in wellness. Nearly 70 percent of individuals indicated they had at least made back their initial investment. The median suggests that a client who achieved financial benefit from coaching can typically expect a **ROI** of more than three times the amount spent. According to the same report, the vast majority of companies (86 percent) say they at least made their investment back. In fact, almost one fifth (19 percent) saw a **ROI** of 50 times their investment, while another 28 percent saw a **ROI** of 10 to 49 times the investment. Nearly all companies or individuals who hire a coach are satisfied. According to the *ICF Global Coaching Client Study*, a stunning 99 percent of people who were polled said they were somewhat or very satisfied with the overall coaching experience.

## How Is Coaching Distinct From Other Service Professions?

Professional coaching focuses on setting goals, creating outcomes and managing personal change. Sometimes it's helpful to understand coaching by distinguishing it from other personal or organizational support professions.

### Therapy

Therapy deals with healing pain, dysfunction and past conflict within an individual or in relationships. The focus is often on resolving difficulties arising from the past that hamper an individual's emotional functioning in the present, improving overall psychological functioning, and dealing with the present in more emotionally healthy ways. Coaching, on the other hand, supports personal and professional growth based on self-initiated change in pursuit of specific actionable outcomes. These outcomes are linked to personal or professional success. Coaching is future focused. While positive feelings/emotions may be a natural outcome of coaching, the primary focus is on creating actionable strategies for achieving specific goals in one's work or personal life. The emphasis in a coaching relationship is on action, accountability and follow through.

### Consulting

Individuals or organizations retain consultants for their expertise. With coaching, the assumption is that individuals or teams are capable of generating their own solutions, with the coach supplying supportive, discovery-based approaches and frameworks.

## **Mentoring**

A mentor is an expert who provides wisdom and guidance based on his or her own experience. Mentoring may include advising, counseling and coaching. The coaching process does not include advising or counseling and focuses instead on individuals or groups setting and reaching their own objectives.

## **Training**

Training programs are based on objectives set out by the trainer or instructor. Though objectives are clarified in the coaching process, they are set by the individual or team being coached, with guidance provided by the coach. Training also assumes a linear learning path that coincides with an established curriculum. Coaching is less linear without a set curriculum.

Sources:

[https://coachfederation.org/faqs?fwp\\_faqs\\_categories=finding-and-working-with-a-coach](https://coachfederation.org/faqs?fwp_faqs_categories=finding-and-working-with-a-coach)

<https://apps.coachfederation.org/eweb/DynamicPage.aspx?Site=icf&WebKey=a9fc02b5-3388-48b2-aade-4dad9a06cca9>