

To Coach or Not?!

The following document outlines possible scenarios in which coaching via BOLDLY can be considered as a viable development method for your staff. As coaching has broad application, this is not an exhaustive list, however we provide the following to support HR and Managers in the identification of 'coachable' individuals, and situations where the methodology will have most impact.

When used well, coaching has far reaching positive benefits for an organisation and an individual. Outside of the tangible, well documented Return on Investment benefits, the following have also been identified in a study by Kenneth P. DE Meuse et.al in 2009 on the the effectiveness of well targeted coaching:

- Increased workplace engagement (Arakawa & Greenberg, 2007),
- Decreased stress (Gyllensten & Palmer, 2005) depression and anxiety,
- Increased resilience and well-being (Grant et al., 2010),
- Increased goal attainment (Linley, Nielsen, Gillett, & Biswas-Diener, 2010)

What is Professional Coaching?

A Professional Coach is a qualified professional that works with individuals to help build self-awareness, clarify goals, achieve skills development objectives, unlock potential, and act as a sounding board. They are not consultants or therapists (although many have backgrounds in psychology) and usually refrain from giving advice or solving their client's problems. Their role is to ask questions to help an individual clarify and solve their own problems.

What Coaches Do:

Coaches provide a confidential and supportive environment for individual growth. They ask questions, challenge assumptions, help provide clarity, provide resources, and sometimes collaborate on action plans for development. They often administer and debrief on assessments and establish development goals. They will meet 1:1 (or in a group where specified) on a regular basis (usually a 4-6 week cycle) to ensure ongoing build of the individuals professional development.

Coaching V Mentoring V Training

Coaching differs from Mentoring and traditional training in the following ways:

	Coaching	Mentoring	Training/Tutoring
Professional	Qualified Professional Coach	Senior Leader within the organisation/ industry	Qualified trainer (Internal or External)
Format	1:1 confidential sessions highly tailored to the Counterpart/ Coachee. Tools like psychometric testing are used along with various Coaching techniques, question asking, goal setting and action planning methods. Focus on identifying gaps in knowledge, and mindset changes that need to occur for the individual to perform at their best.	Guided by the counterpart's journey within the workspace and industry - content may be organizational specific, such as guidance on navigating an org structure or stakeholder group. Mentor may introduce mentee to relevant contacts, share their own experiences and expertise specific to the job.	Classroom/ online based with a technical content out-comes based focus. All learners typically receive the same content in the same way. Trainers will assess the learner's ability to demonstrate expertise in the specific training outcomes.
Methods	Formal 1:1 sessions on a regular basis with specific goals, but no specific content to be delivered necessarily. Flexible in approach and the tools used to gain goals.	Less formal sessions on an ad hoc basis as the Mentee needs. Content of sessions determined by Mentee, or recommended by supporting HR or Manager.	Group, classroom style learning, with delivery of learning content and assessment of this learning.
Outcome	A change in mindset, encouraging the Counterpart/Coachee to ask questions of themselves, explore answers and push themselves into different areas through self awareness, goal setting and developing action plans.	A medium to long term relationship with an industry professional to receive guidance and relevant technical support and inspiration. The outcome should be a clear transfer of knowledge, understanding and advice.	Learner should be able to retain the technical learning for the time of assessment. May require additional support to translate to on-the-job performance.

Considerations for Successful Coaching:

Is the Counterpart ready for coaching?

Identifying and supporting a Counterpart to be ready for coaching is an essential part of the coaching process. An unwilling participant in coaching sessions may not realise the full benefit of coaching, may not select a coach that is a strong fit, and ultimately may not achieve the sustainable impact desired.

Ideally, a Counterpart who is ready for coaching will be able to demonstrate the following:

- *Insight*: understanding of their developmental needs;
- *Motivation*: willingness to invest the time and energy required for needed self-development;
- *Accountability*: internal and external mechanisms monitoring change and providing meaningful consequences.

Is this the right Coach for the Counterpart?

Working to gain the best fit between a Coach and Counterpart will ensure the most effective working relationship. It's important that a Counterpart feels a rapport with their Coach, and that their way of thinking and working will be challenged.

If this chemistry is right, there will be a strong trusting relationship formed this will give both parties confidence that the process can be trusted.

This relationship is so important that we encourage all our Counterparts and Coaches to have a 30 min Chemistry meeting prior to starting a Coach relationship to confirm the fit.

Is 1:1 coaching required, or is this a team need?

When considering the coaching engagement, think about whether the development will be to the benefit of an individual, or the immediate team they're a part of. You can consider whether the growth is required in personal skills and attributes, or if it's about the relationships, communication, collaboration, and ways of working between team members to distinguish between the methods. If in doubt, consult with your BOLDLY Coach Business Partner.

Are you addressing a growth opportunity, or a performance issue?

This is important to consider seriously, and unpacking with a line manager before engaging a Coach! Coaching in the past has had a 'reputation' amongst staff as they last option they receive before being encouraged to exit the business. It's very difficult for a Coach (i.e. an outsider to your organisation) to support the turnaround of a performance issue, which can often be related to technical skills, relational issues amongst peer and boss, or personal experiences the individual is having. For this reason, when coaching is now used to encourage and develop high potential 'can't lose' staff, they can be apprehensive to engage in the process. Coaches are there to work with you on performance optimization, and targeted personal development.

Additional Resources:

[Harvard Business Review](#)

[Chief Learning Officer Magazine](#)

[TED Fellows](#)

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