

Quick Guide

To Coaching

Why it matters...

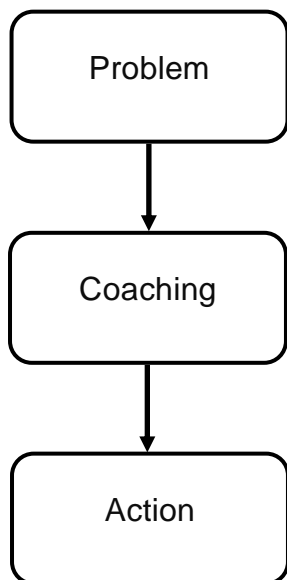
The ability to coach is one of the most important skills that a manager will learn.

Managers who use coaching as part of their skill set will benefit from motivated , loyal and productive staff.

Managers can use their coaching skills in order to delegate , to build confidence, to solve problems, to build good relationships, when carrying out PDRs, to manage performance and during brief daily interactions.

Formal coaching sessions , with a qualified coach gives coachees the opportunity to talk through difficult issues in a supportive and confidential manner , and to set realistic goals.

How it works



Coaching is always one-to-one and confidential . The focus is on the future and not the past. Effective coaches need to develop the following skills:

- **Building rapport.** In order to build a rapport with others you need to have empathy and a genuine trusting relationship .
- **Listen actively.** Really listen to what the other person is saying, don't interrupt or let your own thoughts get in the way.
- **Reflect back.** Show your understanding of their issue by reflecting back your understanding. It will give the other person to correct any misunderstanding.
- **Ask open/insightful questions.** Asking the right sort of questions encourages deeper thinking . Open questions start with: What, When, Who, Why and How. Example of Insightful questions include: Tell me more;

Expand on that; tell me about a time when....

- **Challenge.** Encouraging others to think differently, think out-side the box
- **Goal setting.** Being able to set a SMART goal

What do I need to do?

Trust that your team members know best on how to solve their own problems.

Coaching works on the premise that given the right circumstances individuals will be thrive and grow. They will have the confidence to think and act for themselves, make suggestions and set their own goals.

If individuals are always told what to do, they will never gain the confidence to try new ways of working. But by using their coaching skills a manager can help them find their own answers to their problems.

A coach does not need to be an expert in the topic being explored, they just need to have a knowledge of the skills of coaching

How will I know I have got it right?

- Improved working relationships
- Colleagues more likely to express themselves
- Empowered team members

- An understanding of what is really going on in the workplace
- Confident and motivated staff
- Spending less time fire-fighting
- Fresh thinking
- Goals being achieved
- Improved performance

Tips for coaching

Learn a coaching model such as The GROW model (developed by Sir John Whitmore) to help you structure the coaching conversation.

- **Goal** – establish what the goal is
- **Reality** – What is their current reality
- **Options** – what are their different options for solving their issue
- **Will or Way Forward** – get commitment for a certain action

How might someone react?

People often view coaching with suspicion, but once they experience it and realise that it can be a transformative experience , based on mutual respect they are hooked!

Contact Organisational Development for support at Develop@essex.ac.uk. For more Quick Guides go to the [webpage](#).