

# **The Coach Approach: An Introduction To Coaching In The Organization**

## **The Reasons Organizations Are Adopting A Coach Approach**

In the aftermath of downsizing and outsourcing, a new approach to working with people to achieve business results is essential

- The pace of business has changed.
- Business is global, and there is a need for greater inclusiveness and valuing of diversity in order for businesses to be competitive.
- Coaching can help eliminate a “culture of fear” and paternalism.
- Today, technology does not provide a competitive advantage; people do.
- The employment contract has changed, and individuals are now more responsible for managing their own development and career advancement

## **What Coaching Is**

- Creating a trusting and collaborative environment in which personal development and performance improvement occur.
- Having a respectful conversation which focuses on the person being coached.
- A positive style of relating that can be utilized anywhere, anytime.
- A means of helping people achieve extraordinary performance.
- A way of "being" with another individual which promotes reflection, self discovery and an openness to taking more effective actions

## **What A Coach Does**

- Models integrity and high standards for others.
- Establishes collaborative relationships based on trust.
- Treats others with respect, always using language which is constructive
- Tells the truth in a way that enables others to hear it and grow as a result.
- Provides others objectivity.
- Promotes discovery of possibilities, solutions, and alternatives.
- Supports others to stretch beyond their current capabilities.
- Assists others to look honestly at gaps in their attitudes or behaviors, which decrease their interpersonal effectiveness

## **How Coaching Benefits The Organization**

- Is applicable to individuals and teams throughout the organization.
- Uses a common language, which everyone can relate to.
- Complements other quality improvement processes.
- Results are measurable and sustainable.
- Promotes focused discussions tied to the achievement of business results.
- Promotes development of new skills in the organization.
- Fosters future oriented thinking.

## **How Coaching Benefits Individuals**

- Emphasizes the unique potential of individuals.
- Provides a structure and a process for individual development.
- Uses language which is grounded with respect to people and their capabilities.
- Establishes the focus on the person being coached.
- Promotes personal discovery and self responsibility for solving problems.
- Fosters the development of high levels of self confidence and mastery.
- Forms a basis for planning for career advancement.
- Provides a model for personal leadership development

## **How A Coaching Conversation Is More Likely To Achieve Results**

- There's a purpose and focus to the conversation.
- The structure of the coaching conversation helps both the coach and the person being coached to stay on track.
- The structure of the conversation fosters heightened attention and new awareness.
- The coaching conversation creates a safe space in which present limitations or challenges can be examined and acted upon.
- Boundaries and time frames for agreed upon actions are established.
- Accountability is built into the structure and process of the coaching conversation.