



skills › shift

# Coaching for Performance

Tools to develop your biggest asset – your team!

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# Today's session

- Understand the role, responsibilities and boundaries of a manager/coach
- Appreciate the benefits of a manager acting 'as coach'
- Clearly distinguish between a coach and mentor
- Learn to prepare for and structure a developmental coaching session using the **Coaching Ladder** process and **GROW** model
- Avoid common pitfalls
- Consider how, where, when & with who, you might use coaching



Coaching is....

A vehicle for **analysis**, **reflection** and **action** that ultimately enables a person to achieve success in one more areas of their work



# What Coaching Is. And Isn't.

## What it is....

- **Work-related**
- **Performance improvement**
- **Skills development**
- **Definition of clear goals**
- **Provides feedback**
- **A skilled activity**



## What it isn't

- **Overly directive**
- **Focussed on weaknesses**
- **'Life' coaching or counselling**
- **Unstructured**
- **A chat**



# Benefits for a Manager 'As Coach'

- Less dependency on the manager to identify solutions
- More time freed up for the manager to concentrate on strategic priorities
- Builds trust
- Ability to leverage the strengths of the team and address their development needs – not just the underperformers!
- Better motivation and alignment with vision and goals
- Returns on investment from formal training
- Improved team morale, self-confidence, job satisfaction, productivity and performance



# Coaching & Mentoring: the Difference



## Coaches

- Deal with a person's tasks
- Have a specific agenda
- Focus on job performance
- Are usually the line manager

## Mentors

- Deal with a person's career
- Have no specific agenda
- Focus on the individual
- Are rarely the line manager

# Principles



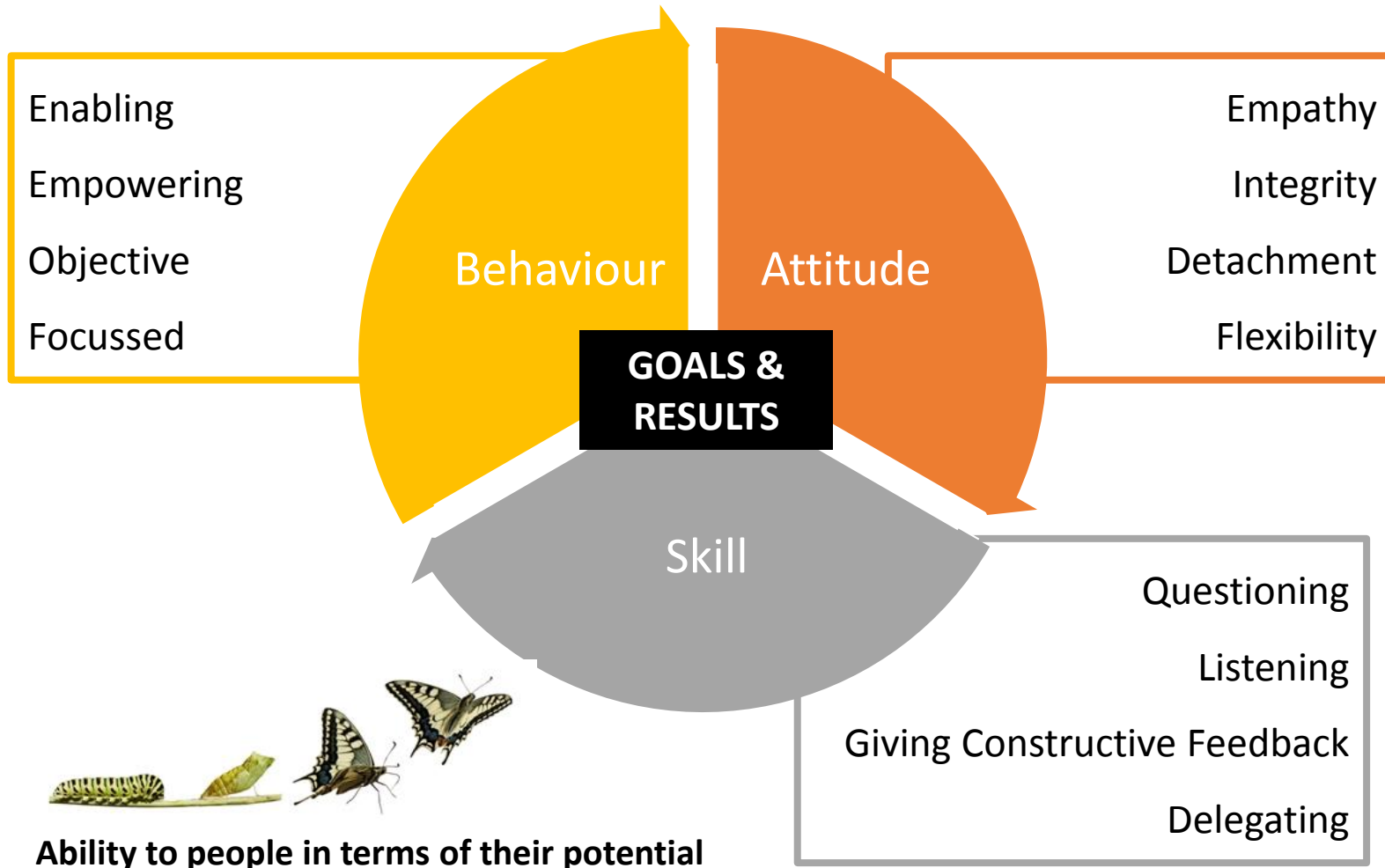
# What Makes a Good Coach?

## **Example Poor Coaching Techniques**

<https://www.youtube.com/watch?v=DyLSROlwZOg>

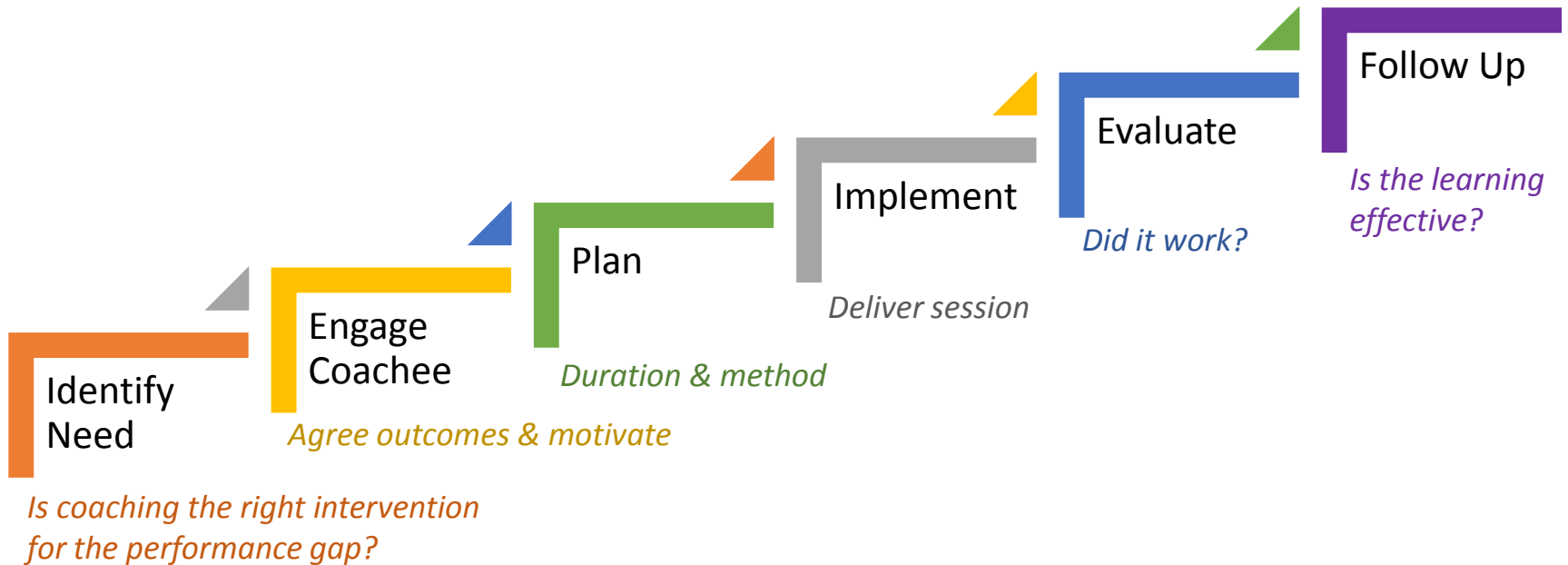


# Qualities of a Manager Coach





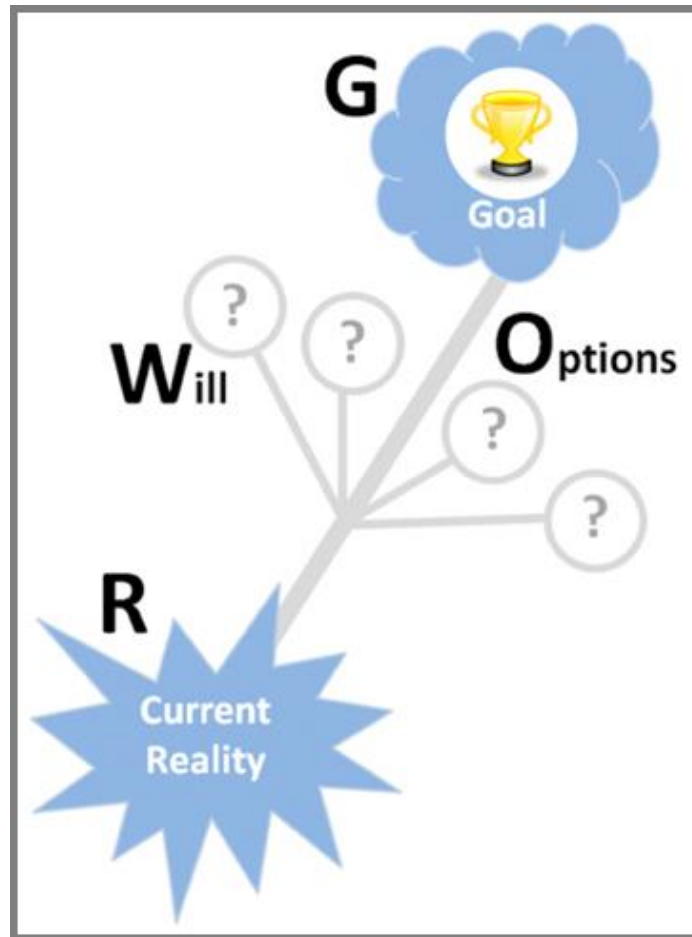
# Formal Coaching: The Coaching Ladder



*P. Thomas, D. Paul & J. Cadle (2012) "The Human Touch", BCS Publishing*



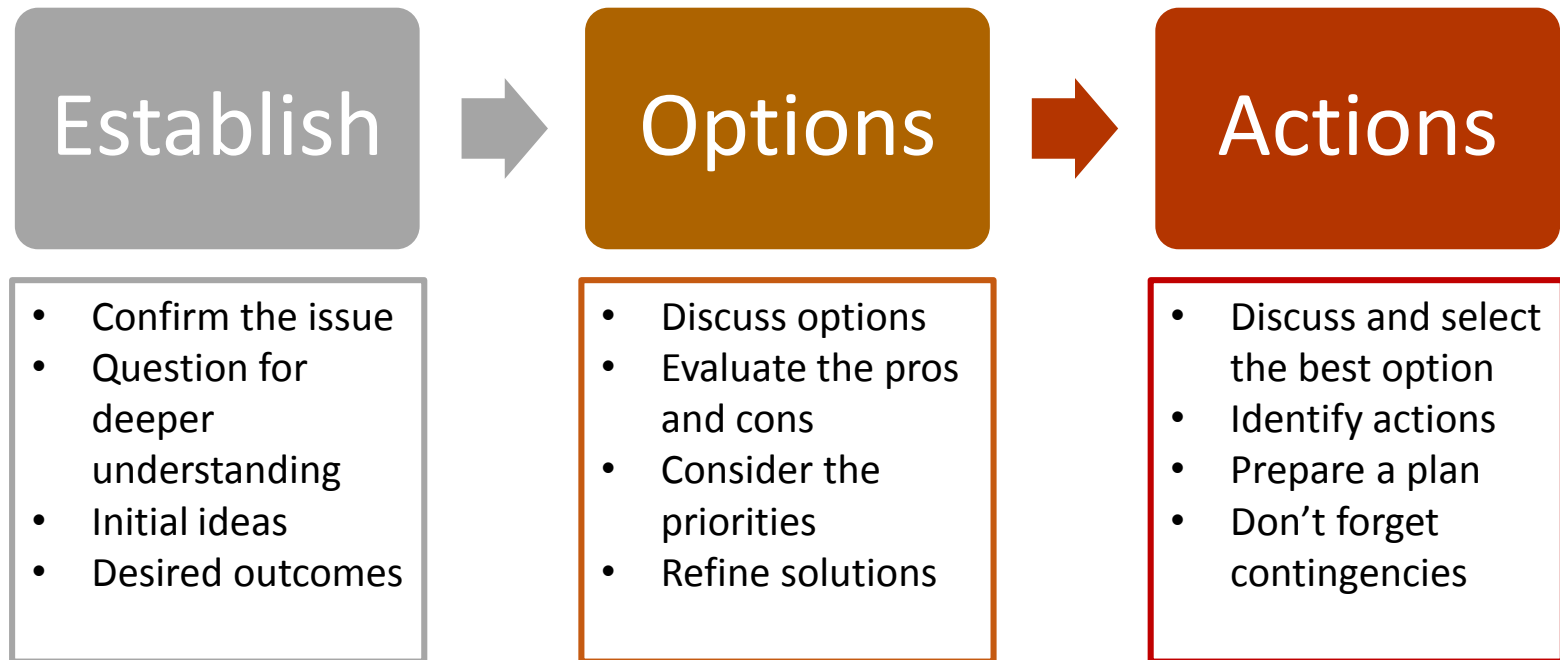
# Structuring a Session: the GROW Model



*P. Thomas, D. Paul & J. Cadle (2012) "The Human Touch", BCS Publishing*



# Informal Coaching



# Active Listening



1. Pay Attention
2. Show that you are Listening
3. Provide Feedback
4. Don't Interrupt
5. Respond Appropriately



# Common Pitfalls



1. Sitting opposite the table from the coachee
2. Giving advice when it is not needed
3. Using judgemental 'shoulds' and 'oughts' in the conversation
4. Pushing your own perspective 'what I think...'
5. Skirting around/avoiding the issue in case it upsets the coachee
6. Calling 'time' when the coachee is in mid-flow
7. Not asking enough questions
8. Focussing on the process at the expense of active listening
9. Being fake in your desire to help the person – they will detect it!
10. Forgetting that 'silence' is one of the key skills of a coach

*P. Thomas, D. Paul & J. Cadle (2012) The Human Touch, BCS Publishing*



# The Big Question

In what typical scenarios can you see coaching being used to benefit the work of the individuals in your team?



THANK YOU

