

Optimizing Performance Through Executive Coaching

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About this Presentation...

- The purpose of this presentation is to describe what coaching is, the potential benefits and the things to consider when starting a coaching relationship.
- The term “coaching” is used to describe all types of coaching in the workplace and the term “coachee” describes the person who is being coached.

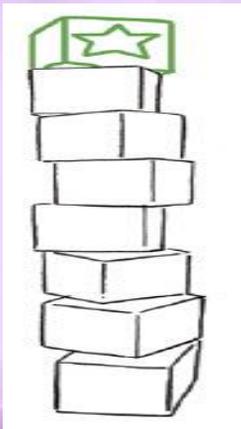


What is Coaching?

- There are many definitions of coaching. In simple terms, coaching is a conversation with a purpose and that purpose is to help the coachee to learn and develop with the aim of improving their performance.
- Coaching has been described as “unlocking a person’s potential to maximise their own performance. It is helping the coachee to learn rather than teaching them. It is about creating a supportive environment in which to challenge and develop critical thinking so that the coachee can find personal answers and solutions to problems.
- The aim is to improve the quality of dialogue and conversations between people with the objective of enhancing learning and performance. This applies to the line manager as coach as well as to specialist coaches.



The Senior Manager as Coach



- Using a coaching style with direct reports is an effective way of developing performance for the long term. It will help coachees to develop their skills and increase their performance at work.
- Indeed, coaching is one of the six styles defined in the Hay Group Model of Leadership. As a Leadership Style, coaching has a primary objective of the long-term professional development of the coachee.
- When coaching, the leader:
 - ❑ Helps coachees identify their strengths and weaknesses
 - ❑ Supports coachees in finding their own way forward when facing difficult decisions.
 - ❑ Encourages coachees to establish long-range development goals
 - ❑ May trade off immediate standards of performance for the long-term development of coachees.



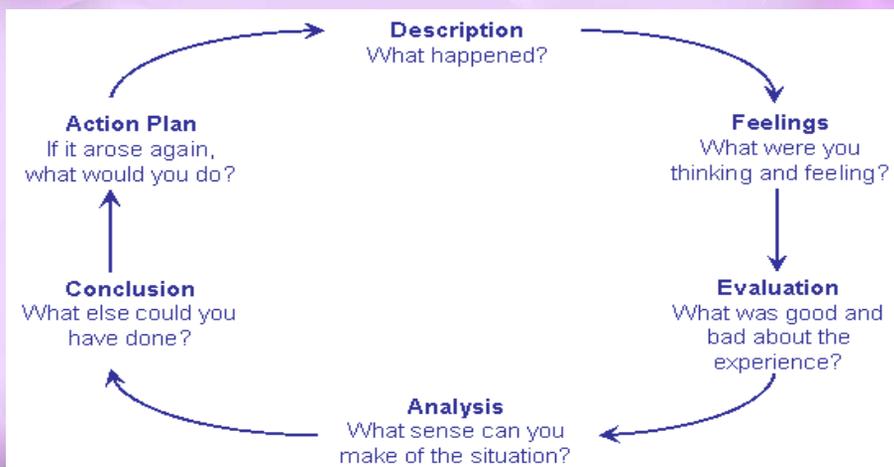
The Coaching Conversation



- The coaching conversation provides a thinking platform where individuals are able to develop their self-awareness and a deeper understanding about themselves which may be in the area of skills development, how they approach things or their attitudes.
- Coaching is also a style of leadership where senior managers ensure that coaching support is available in the most effective way for all who can benefit from it.
- The establishment of a coaching culture requires training to introduce leaders and managers to the key concepts of context, mindset, skills/behaviours and the coaching conversation.
- The training should focus on the importance of self-awareness and the appropriate mindset as a coach; plus the skills and behaviours to hold an effective coaching conversation.



Gibbs' Reflective Cycle



Task: In Pairs

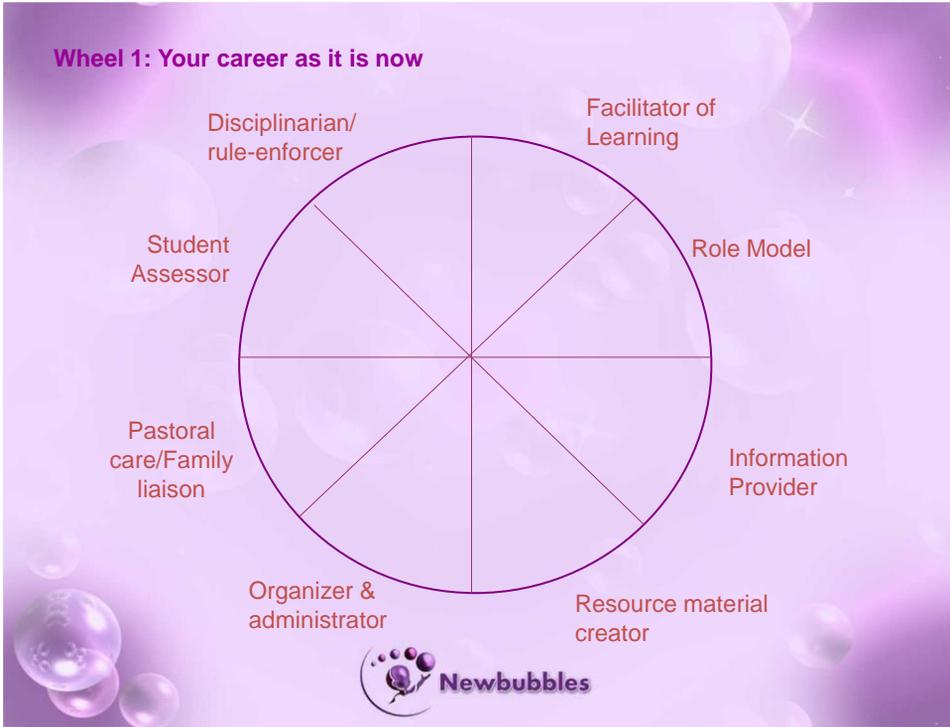
- Think about a learning situation or event where something went wrong or nearly went wrong (near miss)
- Apply Gibbs' Reflective Cycle to facilitate reflection (one act as coach asking other person questions as above).



What are the ingredients of a powerful coaching conversation?

- Having great coaching conversations involves:
- Actively listening – the coach being fully present for the coachee.
- Asking great questions that help the coachee to think.
- Allowing time for the coachee to think.
- Challenging and providing feedback
- Building rapport and trust.
- Adopting a coaching mindset - Believing in the coachee's ability to learn, grow and find their own solutions.





Towards Solutions!

The GROW Model

G represents your **GOALS** – What do you want to achieve?

R represents your **REALITY** – What is happening right now?

O represents your **OPTIONS** – What could you do?

W represents your **WILL** – What **WILL** you do?



Contracting with a coach

- At the outset it is important to agree a clear contract between coach and coachee. This will include the basics of how often and where you will meet, how long the relationship will last and agreeing the coaching goals. A three way meeting with the coachee's line manager (if not yourself) at the beginning is sometimes recommended so that they are included in the process and to allow them to provide their input.
- Your "rules of engagement" should be agreed e.g. it is important to be explicit about confidentiality – both in terms of what information can be shared and also about how information learned from one person or group may be shared elsewhere within the organization. For example, what information from a 1:1 coaching discussion can be shared with the line manager?



What am I talking about?

A newspaper is better than a magazine. A seashore is a better place than the street. At first, it is better to run than to walk. You may have to try several times. It takes some skill but it's easy to learn. Even young children can enjoy it. Once successful, complications are minimal. Birds seldom get too close. Rain however, soaks in very fast. Too many people doing the same thing can also cause problems. One needs lots of room. If there are no complications, it can be very peaceful. A rock will serve as an anchor. If things break loose from it, however, you will not get a second chance.

