

Effective Coaching Skills

Coaching is emerging as an important new strategy for developing workers in every part of an organization, offering new and challenging approaches to learning. This One Page Coach® outlines the process of coaching in a four-stage continuous-improvement learning model. These four stages are: UNDERSTAND, ASSESS, IMPLEMENT, and MONITOR. The circles to the right and the information below describe each stage of the coaching process. A system that can be regularly used to help you become a better coach is provided on the reverse side.

1. UNDERSTAND 2. ASSESS 3. IMPLEMENT 4. MONITOR



Gather information.



Evaluate different methods.



Build long-term relationships.



Keep reviewing progress.



1.

UNDERSTAND

► Understand your own coaching style. ► “Read” the needs of others. ► Identify the learning styles of others. ► Set the “climate” for coaching.

- Reflect on your own learning, development, and coaching needs.
- Evaluate your natural assimilation and communication style. Ask others to help.
- Recognize that self-awareness and openness are critical characteristics of a good coach.



- Determine the most useful motivation approach (“different strokes for different folks”).
- Learn to look for signals/permission to help.
- Recognize that it will take time to build trust and commitment.



- Recognize the visual, auditory, and kinesthetic learning needs of other people.
- Try to understand the situation, motivations, and attitude of the individual before offering to coach them.
- Confirm their preferred learning style before providing coaching interventions.



- Identify any cultural or values issues in the coaching process.
- Deal with any initial defensiveness gently and carefully.
- Research the thinking and reflecting practices of people, as well as other options that might apply.



2.

ASSESS

► Assess alternative coaching methods.



- Review and evaluate the five main coaching methods:
 - role modeling
 - instructing
 - performance goal/target-setting
 - critical thinking/creative problem-solving
 - enthusiastic motivating or inspiring.



► Determine when and where to coach.



- Show empathy progressively, step-by-step.
- Work to help individuals take charge of their learning and self-development.
- Encourage “abundance” thinking, focusing on strength.
- Provide hands-on learning opportunities.

3.

IMPLEMENT

► Create the time and opportunity to coach.

- Create reflective quiet time.
- Remove distractions and interruptions in order to create a climate conducive to coaching and interacting.
- Be accessible; schedule times when people can drop in for informal coaching chats.
- Engage in joint problem-solving.



► Find opportunities to build relationships.

- Use “carrot and stick” motivational methods.
- Set specific goals and objectives.
- Empower individuals to set their own levels of responsibility and accountability.



4.

MONITOR

► Encourage communication and feedback.



- Look for projects and other opportunities to delegate responsibility.
- Set targets for regular feedback and keep it focused and specific.
- Develop your listening and feedback skills so you will be more helpful as a coach.



► Develop a long-term monitoring plan.

- Agree on tactics and strategies for long-term monitoring.
- Set new “stretch” challenges.
- Jointly develop measurement standards and targets for progress and performance.



► Review and adjust as you go.

- Encourage deep levels of thought and reflection.
- Help individuals create a plan for long-term development and learning.
- Look for opportunities to coach and mentor others.

Effective Coaching Skills: Template

