

# Coaching

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Success**



Coaching

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Holding them and yourself  
accountable





Coaching

## Coaching versus Mentoring

**MENTOR:** a trusted counselor or guide

**COACH:** one who instructs or trains

Merriam-Webster Dictionary

Overview of Coaching



Coaching

## Coaching versus Mentoring

### Specific Agenda

#### Life Coaches

- Increase knowledge of leadership skills
- Give guidance on career path
- Guidance on post-college plans
- Guidance to achieve goals



# Coaching

## Coaching versus Mentoring

### Performance

- going beyond what is expected
- setting one's own highest standards, invariably standards that surpass what others demand or expect
- expression of one's potential
- taking total responsibility or ownership.

Whitmore, 2009





# Coaching

## Coaching versus Mentoring

### Questions<sup>n</sup>

- A *Action* or anticipatory reflective questions used to choose best action or intervention, to organize meetings or actions to change the situation
- C *Challenging and critical inquiry* to test the individual's assumptions
- E *Evaluative* questions to make judgments about worth, value, and wholeness of a situation
- F Seeks *further detail* and expansion on information already provided
- H *Hypothetical* situations
- P *Probing*, which is useful where information may have been omitted
- Q *Qualifying* questions to help establish what is in and what is out
- R *Reflexive* and introspective questions that ask about personal emotions and process
- S High order or *supposition* to predict and speculate about what might happen
- T Request to complete a specific *task*

Sofo, Yeo, & Villafañe, 2010



Coaching

## Coaching Framework

**Self-assessment/reflection**

Coachee

**Planning**

Coach

**Goal Setting**

Coachee/Coach

**Individual Support**

Coach

Robinson & Gahagan, 2010

Overview of Coaching



# Coaching

## The first meeting

“Designing the alliance”

- When? Where?
- How will you contact?
- How much challenge
- “Rules” & Consequences

Getting to know your “coachee”

- Personal goals
- Knowledge
- What areas will you work on?

Whitworth, Kimsey-House and Sandahl, 2007

Using an Intake process





# Coaching

After the first meeting – Start Coaching

## Planning

Knowing resources

## Assignments:

- (1) putting people into challenging situations
- (2) having them work with people other than those they're used to
- (3) enduring a hardship
- (4) taking courses
- (5) creating skill-building experiences

Some assignments are **do** others are **experiment**

Oberstein, 2009; Lombardo, M. & Eichinger, 1989

**Beginning coaching**



Coaching

Establishing performance goals

Goals

Reality

Options

Will

Whitmore, J. S. *Coaching for performance : GROWing human potential and purpose : The principles and practice of coaching and leadership*, (4th ed.). Boston: Nicholas Brealey Publishing, Norwood, Mass.

The GROW Method



Coaching

Establishing performance goals

Goals

Short-Term

- What would you like to see at the end of this meeting?
- What would you like to discuss?
- What will be of value to you?

Long-Term

- The ideal situation
- However long it takes for success

Whitmore, 2009

The GROW Method





Coaching

## Establishing performance goals

### Current Reality

- What is happening?
- What is your perception of the situation?
- Who is involved?
- What stage are you in?

### Effects of current reality

- What impact does the situation have on you and others?

Reality



Whitmore, 2009

The GROW Method

Coaching

## Establishing performance goals

### Options

- What alternatives are there?
- What could you do to change the situation?
- What are the benefits and pitfalls of each of these?

### Opportunities

- Who might be able to help?
- What avenues have not been tried?
- What resources are you aware of that could be useful?

# Options



Whitmore, 2009

The GROW Method

Coaching

## Establishing performance goals

### Action Plan (Will)

- What will you do?
- When are you going to do it?
- Will this action meet your goal?
- What support will you need?

### Way forward

- What potential obstacles might you meet along the way?
- How will these actions ensure that you overcome the obstacles?

Will



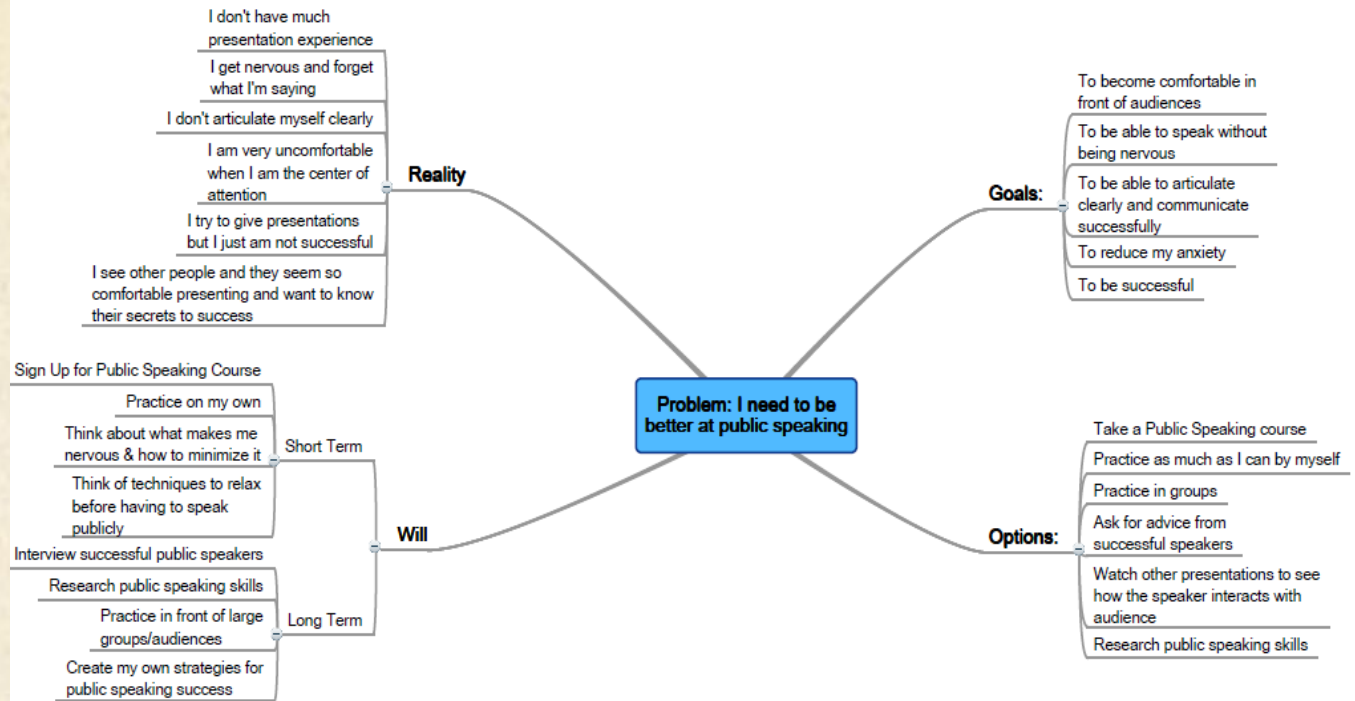
Whitmore, 2009

The GROW Method



# Coaching

## Establishing performance goals



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The GROW Method



# Coaching

## Seven Reasons Coaching Relationships Fail

Bobbi Kahler, President of Kahler Leadership Group

1. Feedback is mistaken for coaching.
2. Advice giving is mistaken for coaching.
3. Lack of relationship.
4. A one-size-fits all approach.
5. Lack of training.
6. Purpose of coaching is missed.
7. Student is not open to coaching.

<http://www.cunaopsscouncil.org/news/4532.html>



# Questions

Thank You





# Coaching

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