



7 ESSENTIALS FOR COACHING IN THE WORKPLACE

A support guide to effective coaching

Welcome to CS Training UK Ltd

This very simple technique enables you to use standard coaching models such as GROW or OSCAR but ‘frames’ the conversation.

7 Essentials to workplace coaching

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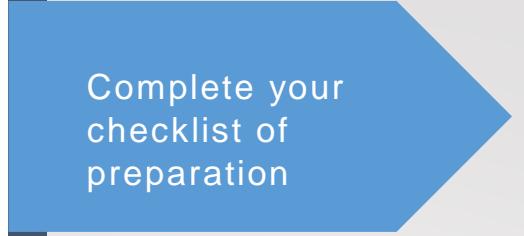
This guide is a framework to ensure the time you spend coaching is as effective as possible to gain the best for both parties.

Visit www.cstraininguk.co.uk for more courses

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Develop your coaching with our ‘Complete Workplace Coach’ on-line video course or take our ILM (Institute of Leadership & Management) approved coaching course. See the website for details.



Complete your checklist of preparation

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Your preparation as a coach is essential. Even if you have carried out coaching extensively or if you are new to the process, the preparation can make or break the success of the interaction.

Below are some key considerations for coaching preparation:

- Has the person chosen to be coached or sent? This will influence your approach the sessions.
- If sent, has there been a conversation with the line manager to establish purpose? A 3-way contract might be necessary.
- Send any necessary pre coaching information to coachee. This might include explanations of what coaching is and is not.
- Book an appropriate room that will ensure privacy and confidentiality.
- Ensure you have an accessible written description of your role to support your verbal explanation.
- Establish appropriate timing with the coachee
- How will you take notes for the session?

Build rapport and trust

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Without rapport and trust the coaching conversation is unlikely to yield results.

- Spend time to find out wider information about the coachee.
- Identify any common ground. (people like people like themselves).
- Empathise with concerns about the process.
- Use the explanations of coaching to help build the trust and rapport.
- Use the environment to help establish rapport. Consider the layout of the room, how the chairs are positioned and the sense of privacy.
- Explain (see contracting) the confidentiality of information and what will be shared.
- Use physiological matching carefully.

The above can go some way to assist with trust and rapport.

Manage the expectations

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The reason for this is that if we don't manage the expectations appropriately, that is:

- giving the Coachee all the information they need to develop their understanding of how coaching works;
- how it might be different to other forms of support;
- informing them that they are going to go through a process where they will be questioned and we will be asking them to dig deep into their own thinking,

then it can feel like quite a focussed interview.

If the Coachee feels like they are being interviewed, then they are likely to put barriers up.

This will potentially prevent them sharing the information that is going to be useful for them to move through the process and find it a successful.

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Establish the focus

It is important to establish if coaching is the right course of action for you both.

Establishing the main concern or focus for coaching will enable you as the coach to decide if this approach suits the situation or if you would be better to refer them to an alternative source of support.

It is important to remember not to attempt support you are not qualified to offer.

If the subject is appropriate for coaching, this conversation helps with rapport building and helps you identify the coaching model that may suit best.

Contract with them

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The contract is an agreement of understanding. It ensures that the coachee is satisfied with explanations and processes.

The contract might include:

- What coaching is and is not
- How information will be stored
- Who will have access to the information
- What information will be shared
- What happens if the subject area is not appropriate for coaching
- What referral options are available
- What happens if you are not the right person to coach them
- Commitment to the time it will take

The contract can be verbalised but it is important to follow this up with a written copy.

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Use framework coaching

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Standard models of coaching are open for the coach to identify their own goals or focus of discussion. This is fine in life coaching but in the workplace the conversation may need to be more specific to a performance development need.

This very simple technique enables you to use standard coaching models such as GROW or OSCAR but ‘frames’ the conversation.

The coach opens the question using the framing statement “With [time management] in mind, what.....”

Review and gain feedback

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At the end of the coaching, it is useful to review the actions agreed and gain feedback from the coachee about the perceived effectiveness.

This gives you valuable information as a coach for your own development and consolidate the commitment to action by the coachee.

The effectiveness will also be reinforced when you meet again to review the actions completed at the next session.

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