



CLI Whitepaper

The Value of Coaching: Taking a Second Look at Coaching with CLI and Your Organization



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Executive Summary

This paper will focus on what coaching is, why it is important in a down economy, the different types of coaching, the process involved, and a brief look at how the Corporate Learning Institute approaches coaching.

White Paper

Companies face unique challenges on a daily basis, especially when the unpredictable and volatile economy creates chaos and opportunities at the same time. While more traditional methods such as power and control and command and compliance were used to motivate employees to tackle these challenges, companies are now seeking different methods which focus on empowerment of employees in order to maximize their potential. Hamlin, Ellinger, and Beattie claim in their article that “this new paradigm of management calls for new facilitative behaviors that focus on empowerment and employee development” (2004, p.573). A new approach being used in order to empower and develop employees is individual coaching. This paper will focus on what coaching is, why it is important in a down economy, the different types of coaching, the process involved, and a brief look at how the Corporate Learning Institute approaches coaching.

One might ask, what exactly is coaching? Zeus & Skiffington claim that coaching is “essentially a conversation within a productive, results-oriented context (2001). They further note coaching is mainly about learning, reinventing oneself, and is where change and transformation happens. Coaching is more than just about asking the right questions and getting the right answers, but more about a collaborative alliance between a coach and their coachee. Coaching is also unique in the fact that it operates on the emotional plane in the sense that by recognizing and understanding feelings, that different behavioral possibilities can be realized. Coaching can be seen as a basic process, which aids individuals in maximizing their potentials and their performance.

Aside from what actual coaching is, what is a coach? Frederic Hudson notes in his handbook of coaching that a coach is "A person who facilitates experiential learning that results in future-oriented abilities. The coach is a trusted role model, advisor, wise person, friend, steward or guide. A person who works with emerging human and organizational forces to tap new energy and purpose to shape new visions and plans, and to generate desired results. A coach is someone trained and devoted to guiding others into increased competence, commitment and confidence" (Hudson, 1999). A coach has the unique ability to see what others may not see, via their high attention and listening skills. A coach is in the position to step back from the situation so that they have enough distance from it to gain perspective. They have the ability to help people see the difference between their intentions and their thinking or actions, as well as aid others in breaking through patterns of collective illusions and self-deceptions caused by defensive thinking and behavior (Hargrove, 2008). Essentially, coaching is consistent feedback to create a continual change and reinforcement of behavior in order to reach a desired result.

Coaching has become an increasingly popular route for personal development. A study by Manchester Inc. indicates coaching has a return of six times its investment (Nyman & Thach, 2009, p. 19). Individuals often have a plan for their future but are unsure of how to properly execute it. They have ideas and ways they wish to grow and develop, but might need assistance maximizing their potential. Coaching is an important tool individuals can use to gain guidance, generate ideas, and create goals. Coaching is also a positive way in which individuals can experience a boost in their confidence by taking progressive steps in their career. Coaching can also bring out new interests in people, and teach them new skills. Individuals often find coaching a refreshing challenge, and feel empowered after their sessions.

Now it can be decided what kind of coaching the person needs. Each individual and situation will call for a different type of coaching session. The three main types of coaching are intervention, skill-based, and development.

Intervention coaching occurs when the individual is thought by others to be in need of improvement and development by means of an intervention. Usually this person is experiencing struggles, which are obvious to the world around

them. The coachee in this instance does not seek out help via coaching, but more they are recognized for being in need of coaching, and a coach will be assigned to them, or the coachee's job may be in jeopardy. Intervention may address personal habits that are interfering with an individual's full success; or it may focus on awareness development, new practices, and new points of view, which will guide actions and behaviors for the person being coached.

Skill-based coaching occurs when an individual actively pursues a coach in order to learn new skills. Because of the ever-changing market and fast paced work environment today, it is important for individuals to continue to learn new skills in order to keep up. Individuals also may want to learn new skills just for their own personal knowledge or interests. The coach in this instance may be more of a content expert in specific areas and will guide the coachee through a process of developing new skills and habits. Individuals also have the opportunity to sharpen up their current skills, and may discover new interests in the process.

Development coaching is when an individual really seeks to develop and grow themselves in a certain area or in multiple areas or in new roles. The individual may wish to further develop skills they may already possess, develop personal characteristics or abilities, or just develop a more precise plan for their future.

Development coaching can inspire and empower individuals, and aid them in setting up an action plan for their careers. Through development coaching, coaches will guide individuals and help set goals and a vision for what they would like to see in the future. Overall, development coaching really sees individuals through in optimizing their performance.

Once a type of coaching has been established, the coaching process can begin. Usually the session will start in a relaxed, open, and friendly manner. The coach will ensure the coachee knows that this session is not meant to be disciplinary in any way. From here, the coach can explain to the coachee the nature of the discussion they will have, and the coach will explain the current state of the situation based on their own perspectives. The tables then will be turned on the coachee and their perspectives will be given based on the current situation. Once both sides have been explained, there is a consensus on the current situation and from here the coaching session can be built upon.

The coach and coachee will then paint a picture or a vision, or define a future state that is an improvement over the current state. The coachee will also be asked for their input on the future state, and again, an agreement will be made on this vision. After these discussions have occurred, a final summarization of the coachee's desired future state will be made, as well as any support actions, or action plans.

Next, a timeline will be created in order for the changes and development to take place. A method will be determined for examining the results of the coaching, and schedule will be set up to determine when the results will be analyzed. From here, the session will close and follow-up dates will be established. There should be a clear plan of action, and a timeframe in which this will occur, and a way to measure the results and set up further actions.

Throughout the coaching, it is important for several things to occur between the coach and their coachee. First, the coach needs to choose a time and place which is appropriate to their coachee. They must be specific, and stay on purpose throughout the session. Both parties need to engage in active listening in order for proper end results to occur.

The main take-away from coaching is that the coach should inspire the heart throughout the session. Along with this they need to model the way for their coachee, as well as inspire a shared vision, and enable them to act upon it. At any point in time, the coachee should also feel ready to challenge the process if they see fit. The purpose of coaching is to work together to create a plan; coaching is not one-sided.

CLI's "On Target" Performance Coaching Approach guides and develops participants towards becoming highly effective in his or her performance. The net result is for increased performance as an employee, along with individual growth and development.

The overarching framework to our coaching process is our "On Target" Model. CLI helps participants clarify their direction, specifically goals, purpose, and vision. We align their Intentions, motivation and commitment, and strengthen their Approach through management skills and personality. During this process, individuals are learning to gain effective organizational support and managing

the outside impact of the world around them. The end result is having effective performers who are “On Target” at all times.

The coaching itself is accomplished using an interactive Socratic method with a focus on work performance and application. A typical coaching session may include discussion, learning tools, role-playing, creating next step action items, application assignments and an accountability review. The way the coaching is then evaluated is by measuring the participants' results against his or her action plan in order to determine success. For there, a follow up plan is set up to determine next step actions for the individual.

At CLI, the “On Target” approach begins with our coaches really understanding the objectives. As coaches, it must be very clear that intentions are consistent with and supportive of the objective. This is what makes the difference between commitment and compliance.

At CLI, it is believed that effective coaches understand that their ability to coach others must begin with an ability to understand one's self and how one's self impacts others. Effective coaches understand that they are responsible and accountable for the impact they create while coaching. They know that effective coaching is a process of continual learning and that they will make alignment mistakes. Coaches understand that coaching is a two-way learning process and that they need not have all the answers. Finally, they continually “step out” of themselves to recheck their alignment and strive to stay “On Target.”

Coaching is a new and highly effective route for personal development. Individuals can learn new skills, brush up on old skills, and gain help where they are struggling, or just develop and grow as a person. CLI believes that coaching begins with the ability to understand not only one's self, but others as well. At CLI, participants are aided in clarifying their direction, specifically goals, purpose, and vision.

CLI's "On Target" Performance Coaching Process Overview

Pre-coaching:

Entry to coaching. Who is to be coached, what type of coaching is to be completed (Leadership, management, or individual) and what is the coaching focus (Development, Skill building or Intervention).

Orientation: This is part of the beginning phase of coaching where the overall coaching process is explained to the coachee by the coach.

Assessment: An assessment is completed on the coachee that includes feedback tools like MBTI, the Everything DiSC 363 feedback tools, work place expectations, or the Everything DiSC Personal Prolife. The assessment can also include one-on-one sessions with the coachee, his/her superior and other key stakeholders.

Feedback: A session is held with the coachee to walk them through and help them understand the feedback from the assessments.

Action Plan: An action plan is then created to help the individual close the gap between his/her current state and his/her desired future. This action plan includes subjectively and objectively derived measurements. At this stage, a concrete and pragmatic action plan is designed.

Support Team Engagement: A support team is established that minimally includes the coachees superior. The purpose of the support team is to help hold the coachee accountable to creating the changes that he or she desires and to provide feedback, support and recognition.

Coaching:

Sessions: Regular coaching sessions are help to help shift a person's performance from current to desired state. The structure of the coaching sessions follows:

- Ten two hour sessions held every 3-6 weeks
- Application assignments to be completed between sessions
- Regular email updates from coachee to coach
- An eLearning blended approach that includes an electronic workbook and readings
- Regular email touches from coach to coachee
- Rapid response help line – coachee with have quick email access or phone access to prepare or review high priority pop-up situations.

Post Coaching:

Evaluation: A participants results are measured against his/her action plan to determine success.

Follow-up: A plan is made to determine next step actions for the coachee.

Key Takeaways

- Coaching is a process which aids individuals in maximizing their potentials and their performance
- Coaching is mainly about learning, reinventing oneself, and is where change and transformation happens
- Coaching is an important tool individuals can use to gain guidance, generate ideas, and create goals.
- There are three main types of coaching: Intervention, Skills, and Development
- Coaching begins with creating a vision, then an action plan to accomplish that vision, followed by an evaluation.
- CLI uses the "On Target" Approach to coaching

This paper has reviewed the coaching process, and how CLI engages the process in its coaching practice. For more information visit CLI at www.corplearning.com.

References & Further Readings

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