

# COACHING GUIDELINE

FOR TLS&VPS

# WHAT COACHING IS NOT ?

Coaching is not mentoring!

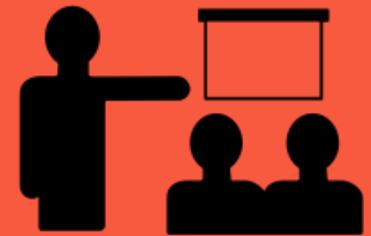
coachINg IS NOT CONSULTING!

COACHING IS NOT THERAPHY!

COACHING IS NOT FIXING!

COACHING IS NOT TRANING OR TEACHING!

COACHING IS NOT MANAGING!



# WHAT IS COACHING?

Coaching is a useful way of developing people's skills and abilities, and of boosting performance. It can also help deal with issues and challenges before they become major problems.

A coaching session will typically take place as a conversation between the coach and the coachee (person being coached), and it focuses on helping the coachee discover answers for themselves.



# THE ROLE OF A COACH

In short, the role of a coach can be summarised under three key words as follows 9:



**motivation**

stimulating the learner's enthusiasm for the learning act



**opportunity**

creating and supporting opportunities for learning



**support**

building confidence and self-esteem and reinforcing successes

# COACHING TYPES

## Hands-on

'Hands-on' coaching is used when training new or inexperienced member. The coach will generally demonstrate and explain new tasks, activities and procedures and then observe staff putting them into practice. The tone and manner of the coach needs to be sympathetic, motivational and patient. The 'hands-on' coach will typically say:

- 'I am going to tell you exactly what to do'
- 'I will show you how to do it'
- 'That was good (not so good or indifferent)'
- 'Now try it again'

## Hands-off

'Hands-off' coaching is used with experienced member or when trying to develop superior performance in someone. This coach is relying almost entirely on questioning to enable learners to improve and to take responsibility for doing so. At the same time, the learner is developing the mental attitude necessary for success. The 'hands-off' coach will typically say:

- 'Can you tell me what your performance objectives are?'
- 'How can you improve?'

## Qualifier

'Qualifier' coaching may be used when helping learners who are studying or training for a professional qualification develop a specific piece of knowledge or expertise for that. The 'qualifier' coach will need to:

- explain clearly the standards and performance criteria required for the specific qualification desired

## Individual & Group Coaching

Coaching is primarily a one-to-one activity and 'workplace' coaches generally coach on an individual basis. However coaching can also take place with teams, particularly as some people may find working on a one-to-one basis uncomfortable and are more comfortable with groups or teams. However, in order to be an effective coach you first need to be comfortable working on a one-to-one basis. Like all skills, it takes practice to increase your competence and feel comfortable with the coaching process.

# COACHING PROCESS

**P**

Purpose

**O**

Objectives and options

**W**

What is happening now

**E**

Empowerment

**R**

Review

# COACHING TIMELINE

## 1st Month

Self discovery  
Hand on coaching  
expectations/goals  
setting  
uncover competencies  
PDP  
LDA assessment  
Open Questions

## 2nd Month

Feedbacks  
Support system  
LEAD spaces  
Practical oriented  
questions  
2nd LDA assessment

## 3rd Month

Experience evaluation  
Feedbacks  
What is achieved/non  
achieved in personal  
goals?  
Final LDA  
PDP for next step  
Hands off coaching

COACHING SHOULD HAPPEN REGULARLY MINIMUM ONCE A MONTH

# COACHING QUESTIONS TYPES

## Open-closed Questions

Among traditional categories of questions, there are also « open questions », which give the client a very large area for expression, and « closed questions », which propose a choice between specific options, or within a defined alternative. Open coaching questions increase the scope of client personal dialogue », and closed coaching questions direct clients towards the possibility to choose a position or decide on a specific action. Consider the following open questions:

What do you want to do in the following situation?

What are your options?

What could be your next step?

## Magical Coaching Questions

What would you do if you had magic wand?

If you had a « genie » that could grant you three wishes, how would you go about solving this issue to perfection?

What would your favorite hero (role-model, guru, etc.) do in this situation ?

What would you do to make things right, if you had unlimited super powers?

If you consulted the old wizard (good witch) in yourself, what would he (she) say?

What would your best childhood friend suggest you could do?"

# COACHING QUESTIONS TYPES

## Zero Based Questions

If you started this project today, knowing what you know, what would you do differently?

If you just met the person now and wanted to ensure a totally different foundation for your relationship, how would you start it?

If you could erase all the history in this project and get off to a fresh start, how would you go about it?

## Worst Scenario Questions

What is your most catastrophic option?

If the situation became as dramatic as possible, what would it be like?

If you wanted to fail every inch of the way, how would you go about it?»

If it was your goal, how would you go about provoking your whole team to turn against you?

## Think Small Questions

What could be your first smallest step in the right direction?

What would be a first easy act that would get you started down the right path?

Now if you cut up your challenge up into ten equal pieces, what first obvious chunk would you consider facing right away?

What is the first smallest possible immediate change for you?

## Ideal Solution Questions

What is your ideal outcome?

What is your best possible scenario?

If you really dared to formulate your deepest hopes, what would you say?

What is your ultimate possible goal?

In the best of all possible worlds, what would be your ultimate wish?

# PERSONAL DEVELOPMENT PLAN

A personal development plan (PDP) is a means primarily for someone to take responsibility for their own development by providing a medium in which to record their current situation, consider where they would like to be in the future, to assess strengths and weaknesses, and identify training and development needs. Areas typically covered include:

- where have I been?
- where am I now?
- what skills / knowledge / personal qualities do I need to do my job?
- what do I have? what do I need?
- where do I want to go in the future?
- how am I going to get there?
- what do I need to do to get there?

It is worth considering using a personal development plan as a useful framework to either mentoring or coaching. In particular mentoring can work particularly well when used in conjunction with a specific development programme which incorporates a PDP.

A personal development plan is a working document and a mentor or line manager can prove to be an invaluable support in helping the person work through their plan and to continually review it with them. Involving a mentor or line manager can also help the person focus on organisational and team / department goals in addition to their own personal and professional goals.

**THANK  
YOU!**