

Business purpose: To keep checking the basics when coaching.

Coaching Dashboard



In the role of manager as coach, keep your eye on these three 'controls' to steer you towards best results. Keep asking yourself ~ How much am 1) listening / talking, 2) surfacing solutions / telling the answers and 3) coaching / directing?

80:20

As a rough guide, listen for 80% of the time.

Your 20% contribution as coach will include:

Summary points to reflect back the main points made by the coachee

Carefully considered open questions

Solution

The coachee contains the solution, the way forward, the idea, the insight.

As coach, your aim is to surface the solution from the coachee, and/or serve as a catalyst, so that the coachee discovers what's 'right' inside her/himself and articulates just that.

The quality of discovering something for yourself as opposed to being told, or given the answer, is very significant in people development. It's very energising for the coachee, as s/he can then take true ownership of the solution and engage with it fully, because it's theirs.

This may involve exercising considerable self restraint on your part as coach. You may 'know' the answer. You may be clear of the best way forward and feel strongly that it would save you both time if you just told the coachee. There is a very important balance to be struck here. If you wait too long, it can feel like game playing, like the coachee is guessing the answer. So aim for stretch not struggle with the coachee and weigh up the benefits ~ minutes of saved time now vs full engagement.

Continuum: Coach – Mentor - Direct

Coaching involves listening with open questions

Mentoring also involves listening with open questions, and, sharing relevant experience.

Directing (Training) involves revealing *how to*, providing information, giving answers.

The practical skill of combining coaching in your repertoire as manager, involves moving along this continuum as appropriate for the situation, taking into account the time available and the development needs of the coachee.

