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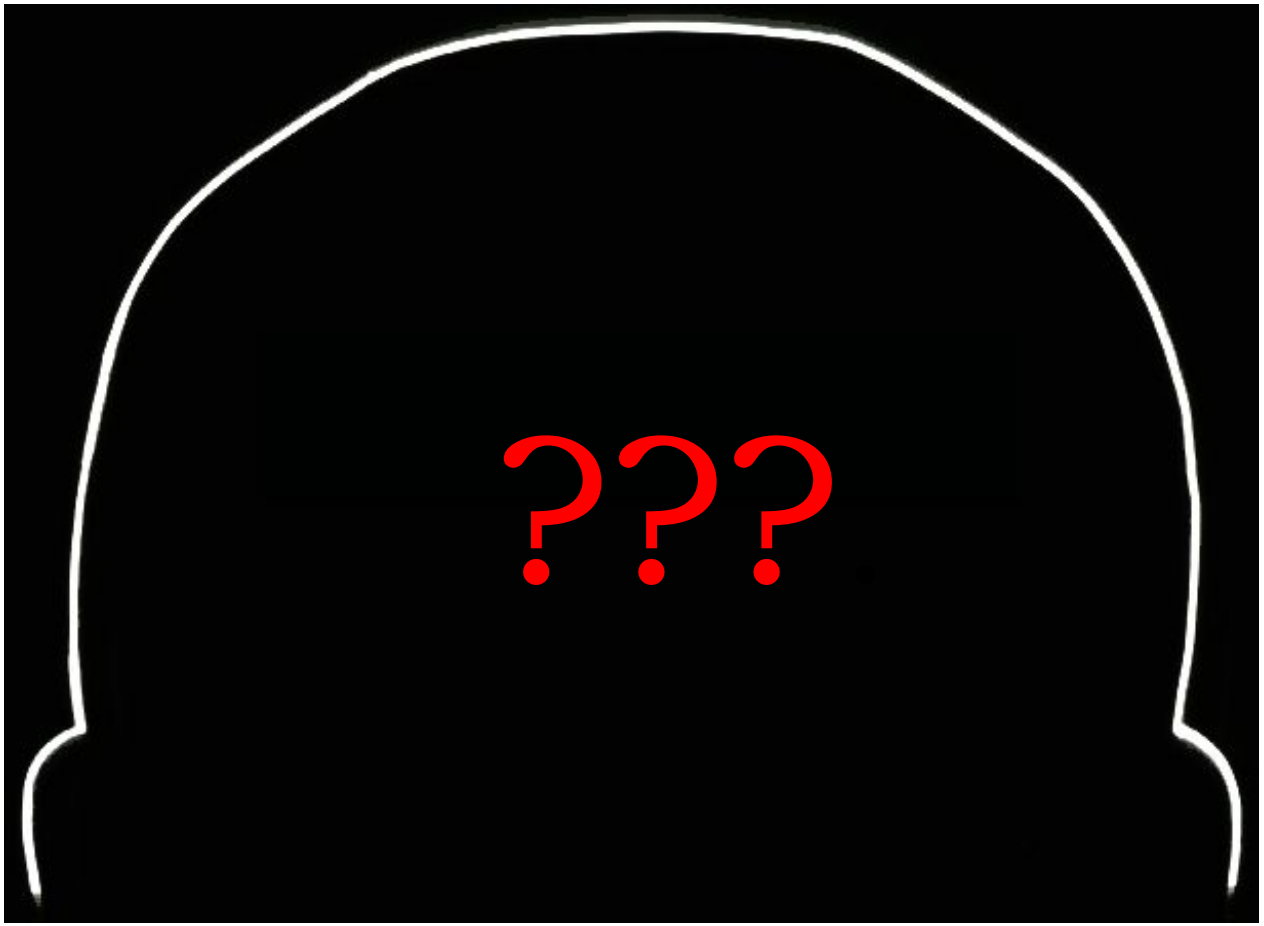
ART OF COACHING

By Deepak Bharara

LEVERAGING PEOPLE FOR TOMORROW...

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ART OF COACHING
What comes to your mind



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Unproductive Workplace





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Is that logical?



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Executives Needs Coaches too…

Tangible Results	Intangible results
Improved Productivity 53% increase Better quality work product 48% increase Greater Organization Strength 48% increase	Better relationship with direct reports 77% increase Better relationship with Supervisors 71% increase Improved Teamwork 67% increase Better relationship with peers 63% increase Greater Job Satisfaction 61% Increase

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What is Coaching ?

Coaching is a process of helping individuals ***realize their inner potential***, delivering fulfillment to both the individual and the organization vision, goal & desires

Coaching uses a process of inquiry and personal discovery to build Coachee' level of awareness & responsibility and provide the coachee with structure, support & feedback.

Coach:- Comes from the core meaning to bring individual's from where they are to where they want to be

Coaching is the art of facilitating, learning and development to improve performance

What is Coach ?

A “trusted role model, advisor, wise person, friend, mentor, steward or guide” – a person who works with emerging human and organizational forces to tap new energy and purpose, to shape new vision and plans, and to generate desired results.

A Coach is someone trained & devoted to guiding others into increased competence, commitment and confidence.

Why Executive Coaching

Primary Purpose of Coaching for Executive includes:

1. Skill Building …. Focusing on Executives current project or task;
2. Performance….. Focusing on Executive effectiveness in a present job
3. Development ….. Focusing on Executive future job responsibilities or career or both; and
4. The Executive agenda …. Focusing on the Executive larger issues

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Executive Coaching – Major Steps

- Contracting

Develop mutual understanding of coaching process, expected outcomes, specific issues and time frame. Minimum of 6 months

- Assessment & Development of Action Plan

Structured interview, data collection and assessment instruments to clarify values, interests, work style and other key factors, Multi – Rater 360 Degree feedback and development plan

- Implementation

Weekly one to three hour session

Coaching is not….

1. LEADING
2. MANAGING
3. FOLLOWING INSTRUCTION
4. MANDATING
5. DISCIPLINARY ACTIONS
6. GIVING ADVISE
7. OFFERING OPINION

Coaching is not mentoring….

Coaching Leads to Improve Individual/Organization Performance

Why Coaching

- Facilitate a transition in or up
- Develop capabilities of high Potential Manager
- Act like a sounding board on Strategic Matters
- Act like a sounding board on Organizational Dynamics
- Enhance the interaction with team
- Address issues in a Coachee's non work life
- Address a derailing behavior
- Assist in building employability
- Address any other critical factor affecting performance

Why Coaching

- Organization success depends on developing employees
- Coaching is key factor in attracting & retaining the best employees
- Coaching helps all employees to improve their ability to do their current jobs & increase their potential to do more in the future
- Employees are inspired to work to their greatest potential when they are given support & encouraged to develop their skills

Approach To Coaching

- Everyone can be developed through coaching
- Employee development is every managers responsibility and every employee's responsibility as well
- Moving employees through new challenges strengthen their professional abilities
- Development more likely means informal on the job learning

Manager Role In Coaching

- To guide employees by helping to match their skill & interest, and work values with job opportunities
- Conduct frequent discussion of development need
- Give timely & specific feedback about an individual's performance against established expectations
- Provide opportunities for coaching, whenever necessary
- Act as informal teacher by being conscious of the behaviors and attitude as role model
- Work with employees to draft Individual Development Plan & follow through to achieve them

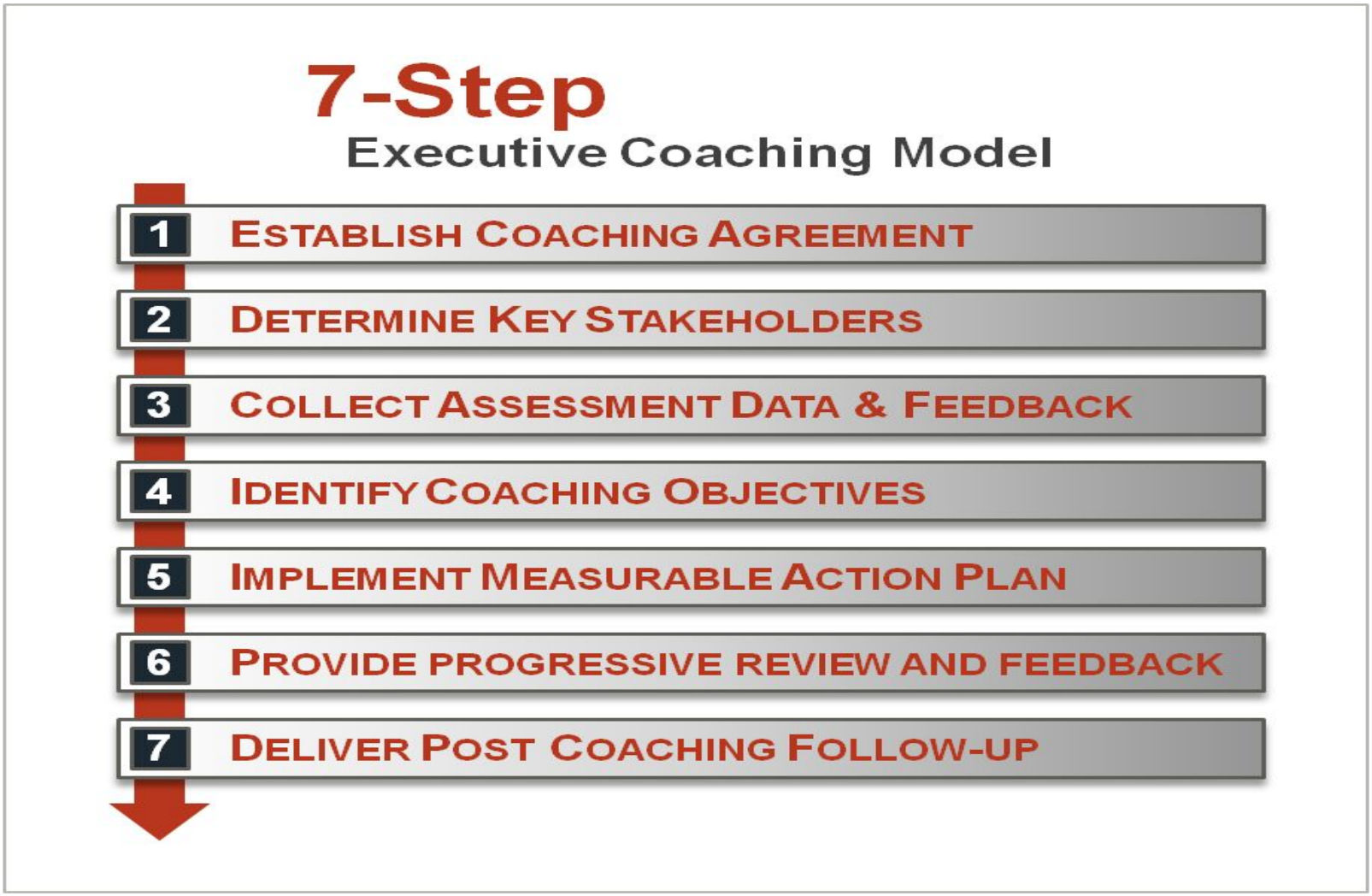
Most common Executive Coaching Application in Organization

- New Leader Assimilation program – NMA
- Specific & targeted Skill Development
- Highly valued at Risk Executives
- High Potential Development
- Personal Development – Self Development
- Supplement to Formal Training Program/Consulting Engagements
- Group Coaching

Coaching Styles

- 7 Steps Style
- GROW Style
- Psychodynamic Style
- Brain Based Style
- Master Mind Style
- Transformational Coaching

7 Step Model of Coaching



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Psychodynamic Model of Coaching

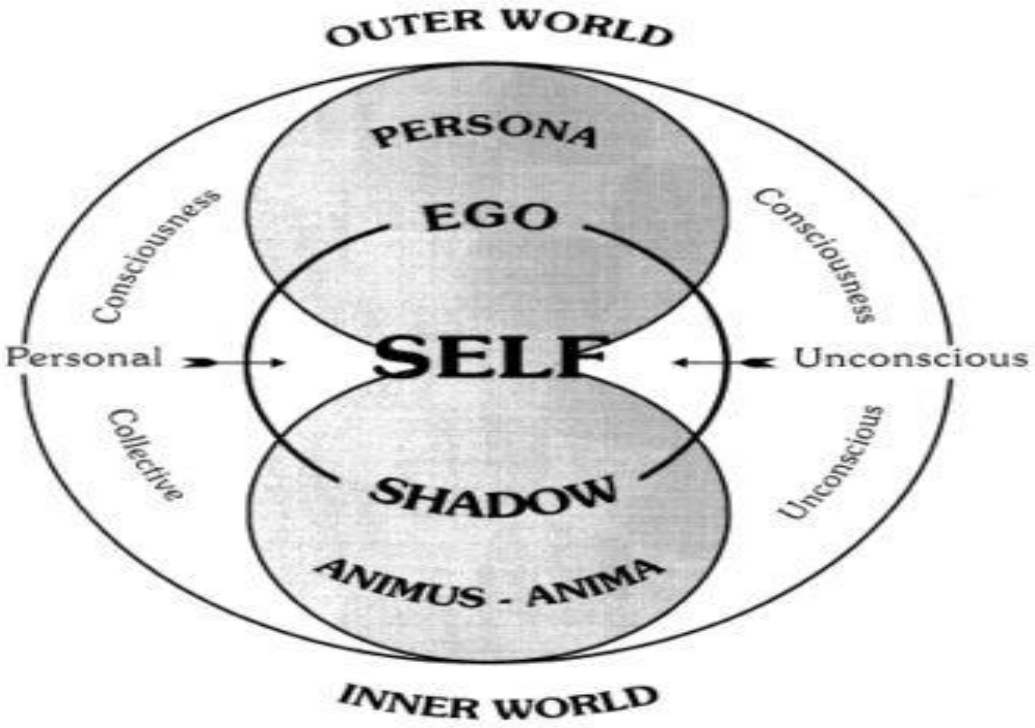
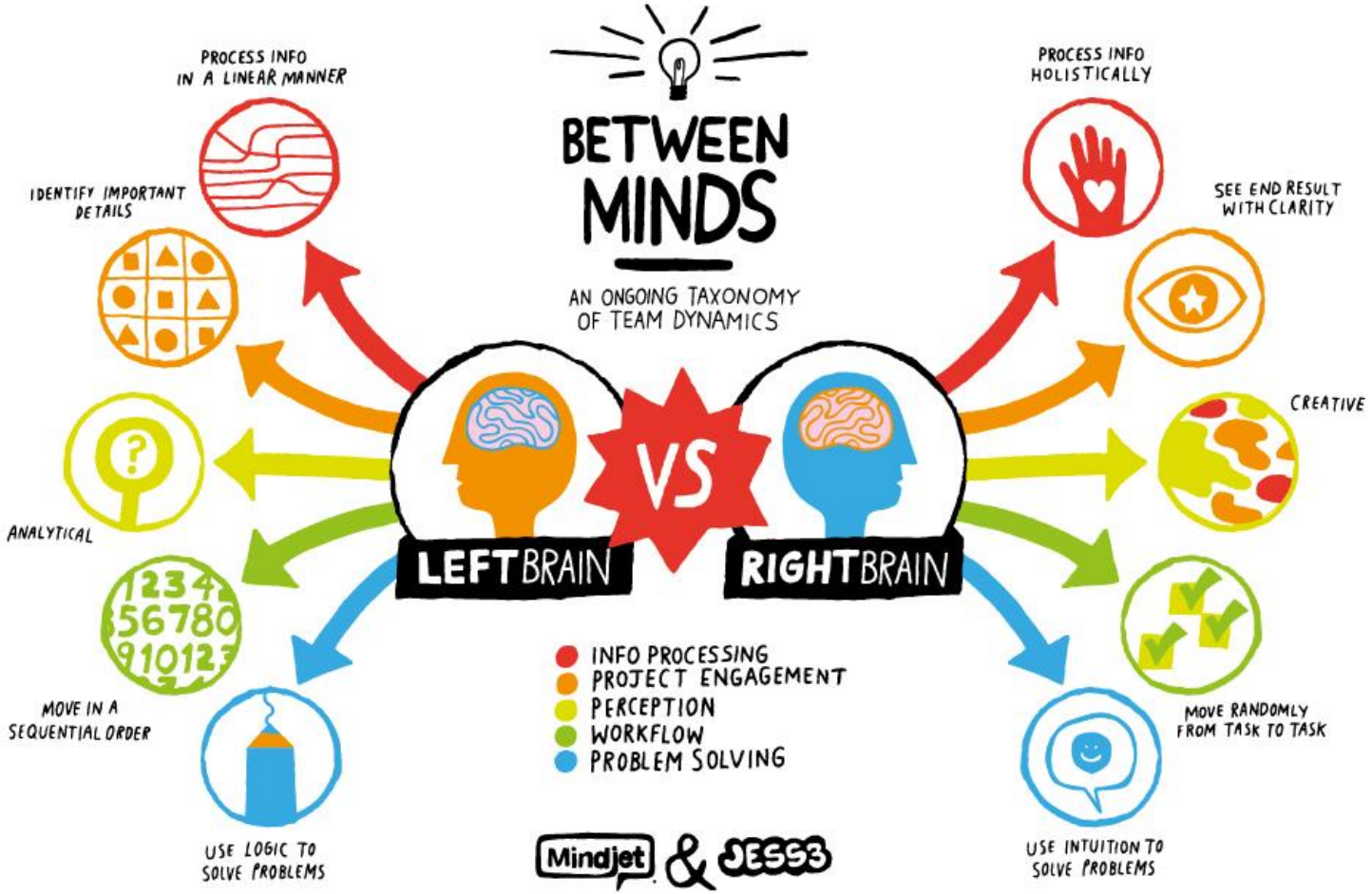


Figure 5: Jung's Model of the Psyche.

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Brain Based Model of Coaching



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GROW Model of Coaching

GOAL/REALITY/OPTIONS/WILL

- Goal – what do you want
- Reality – what is happening now
- Options – what could you do –brainstorm
- Will – what will you do

THE COACHING DISUSSION APPROACH

- Open/Clarify/Develop/Agree/Close

Mastermind Coaching



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Masterful Coaches

1. Ability to inspire
2. Setting higher standards
3. Honesty & integrity
4. Disciplined intensity
5. Forward Action
6. Passion to help others learn & grow

Transformational Model of Coaching



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Coach Qualities

To be effective coach one must believe that

1. People want to do well on their jobs
2. People want to grow professionally

Coach role is to help employees to gain the skills, abilities, knowledge and attitude that increase/improve their Performance & Potential

Coach Qualities

An Effective coach does not need…

- To be right
- To be expert
- To know the right answer
- To be in control
- To fix it
- To heal it or make it better

An effective Coach leverage individual own knowledge, talents & expertise and not impose their own advise/instructions

Coach Qualities

An Effective coach knows when to coach…

1. When your task is to manage or lead, not coach
2. When the person is not willing to be coached

The employee need to consult Coach …

- During Goal Setting
- During Performance Reviews
- Individual Professional Dialogue discussion

Coach Qualities

An Effective coach

- Must know how to ask the right questions without making the individual feel uncomfortable
- Listen well to answers
- Talk frequently with the employee
- Become a good Guide
- Give regular & periodic feed back

Some Do's of Coaching

- Motivate employees but go beyond pep talks
- Encourage individual growth by creating a positive environment.. work on enablers
- Make sure that employee understand how their jobs linked with the company's overall strategy & mission
- Write down development goals & recommend training program & resources that will help individual to achieve their goals
- Acknowledge employee differences/diversity

Some Don'ts of Coaching

- Don’t promise to reward added efforts with a raise or promotion, if you can’t deliver
- Don’t change your styles in mid stream, else employee loses trust
- Don’t loose your patience
- Don’t allow little problem to grow into big one.. Deal with them as they arise
- Don’t be judgmental or pass negative comments

Key Principles of Coaching

- Maintain or enhance self esteem
- Proper Coach synergy
- Listen and respond with empathy
- Ask for help and encourage involvement
- Share thoughts, feelings & rationale
- Provide support without removing responsibility
- We are all Picasso's – in – Training

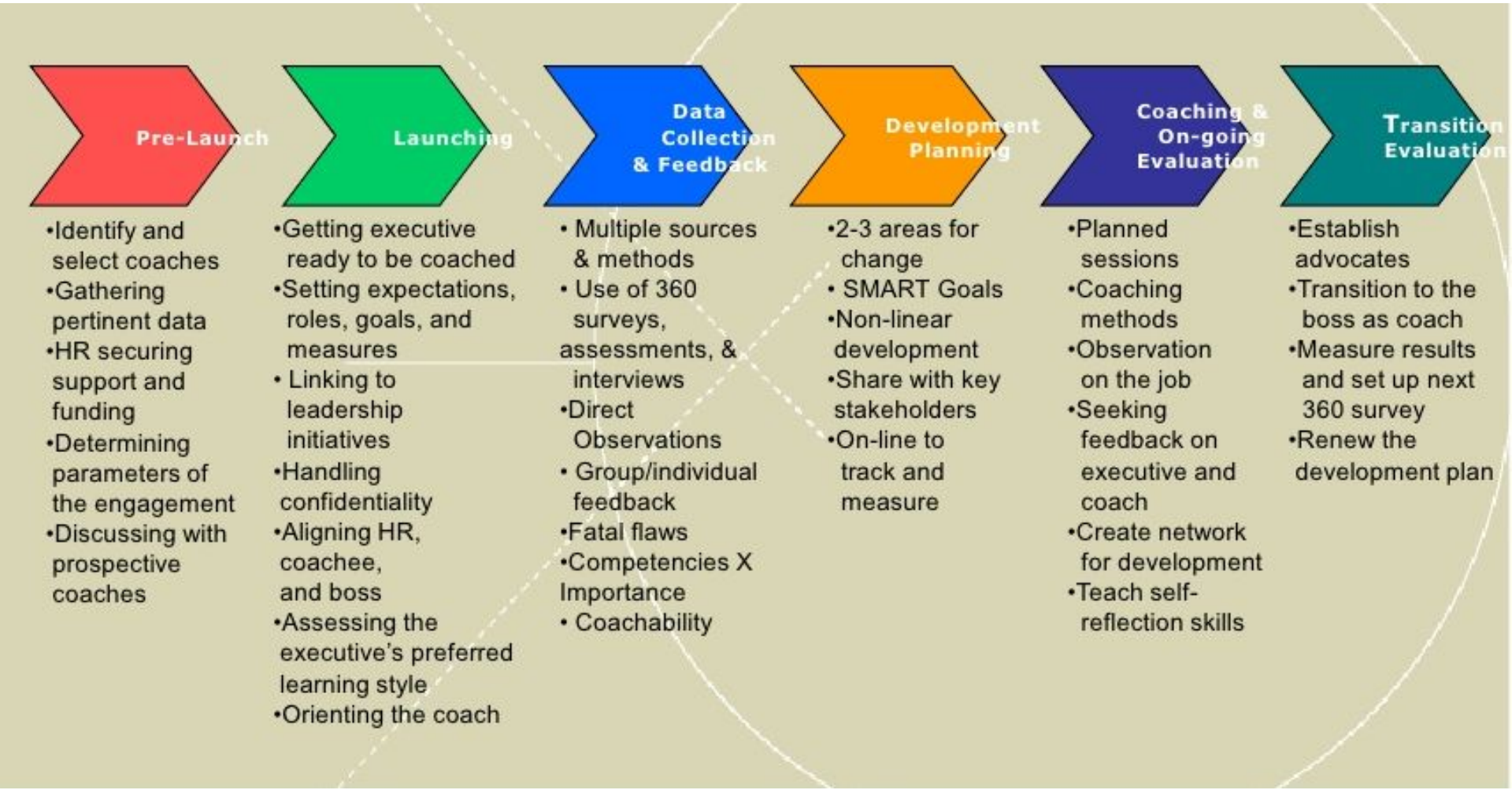
Process for Coaching

1. Checking for understanding
2. Making procedural suggestions

Important to:

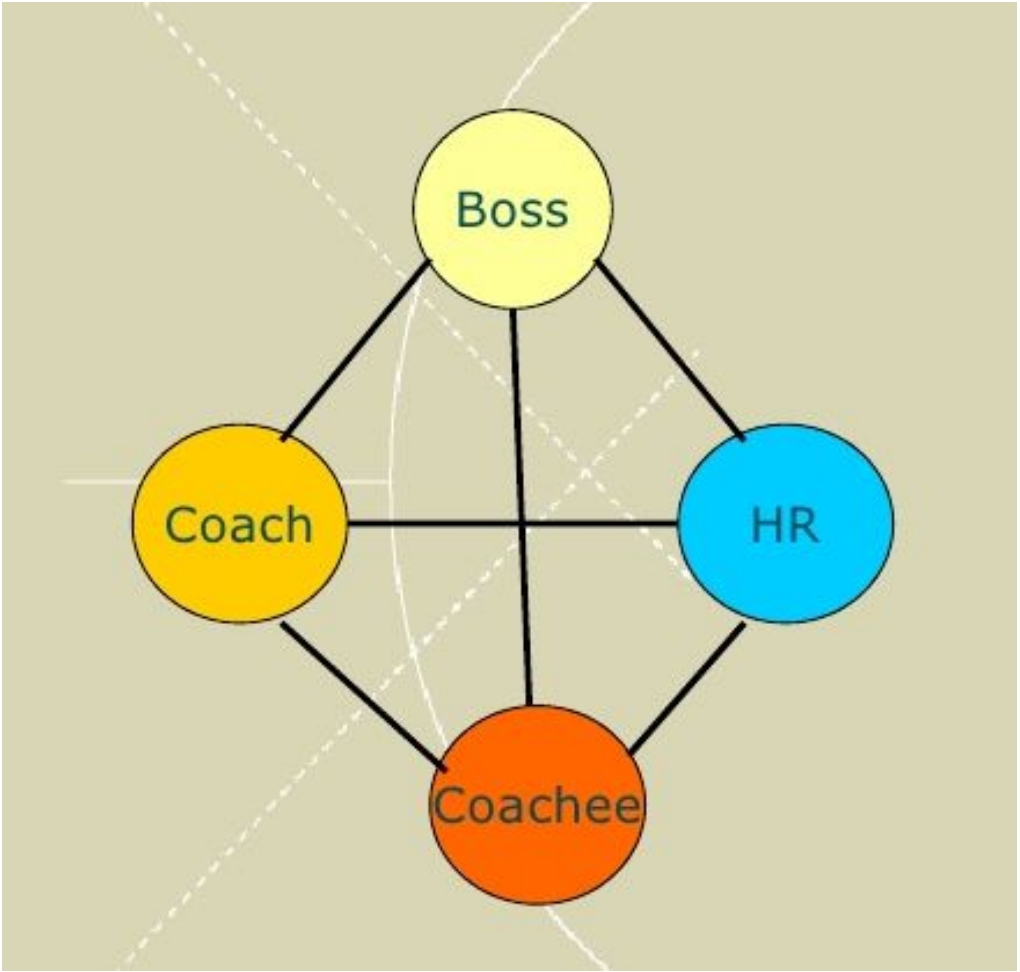
1. Clarify
2. Focus
3. Confirm
4. Communicate
5. Implement
6. Commit

Best Practice Executive Coaching



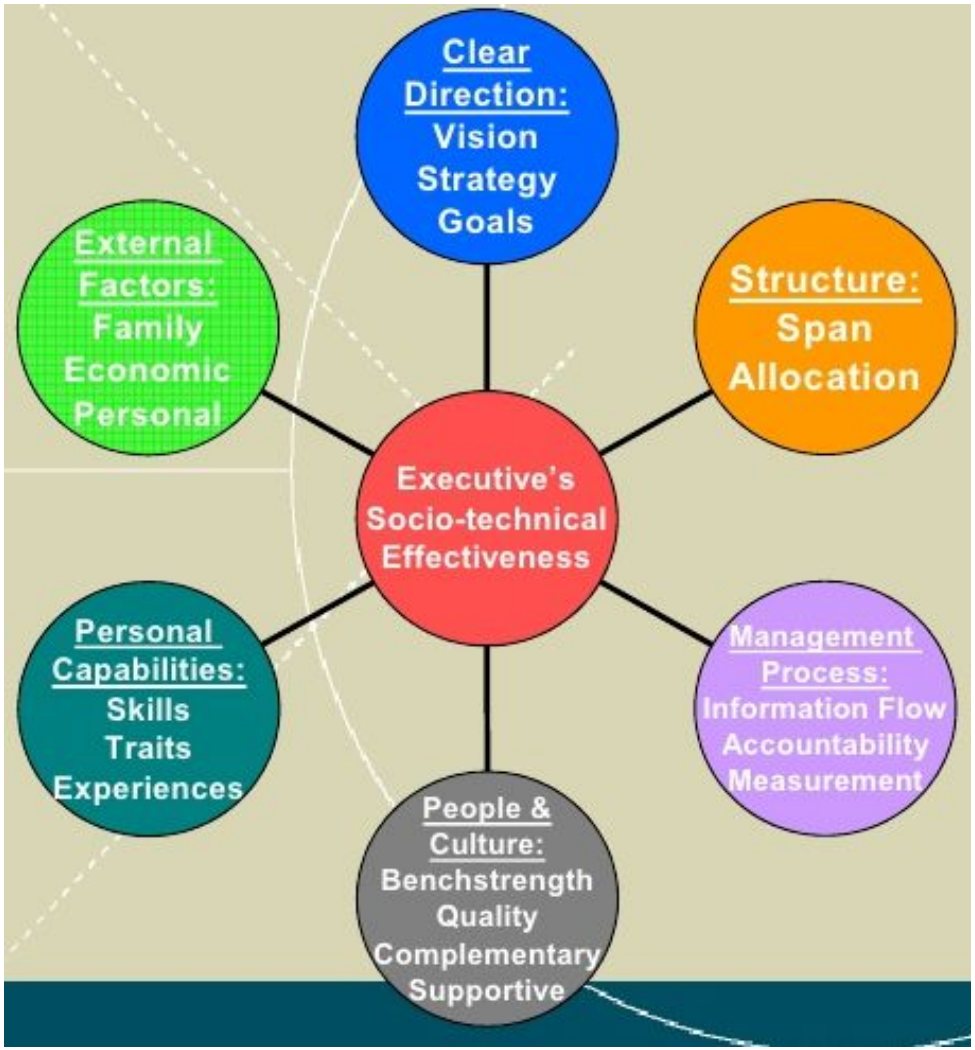
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Key Stakeholder roles & Alignment



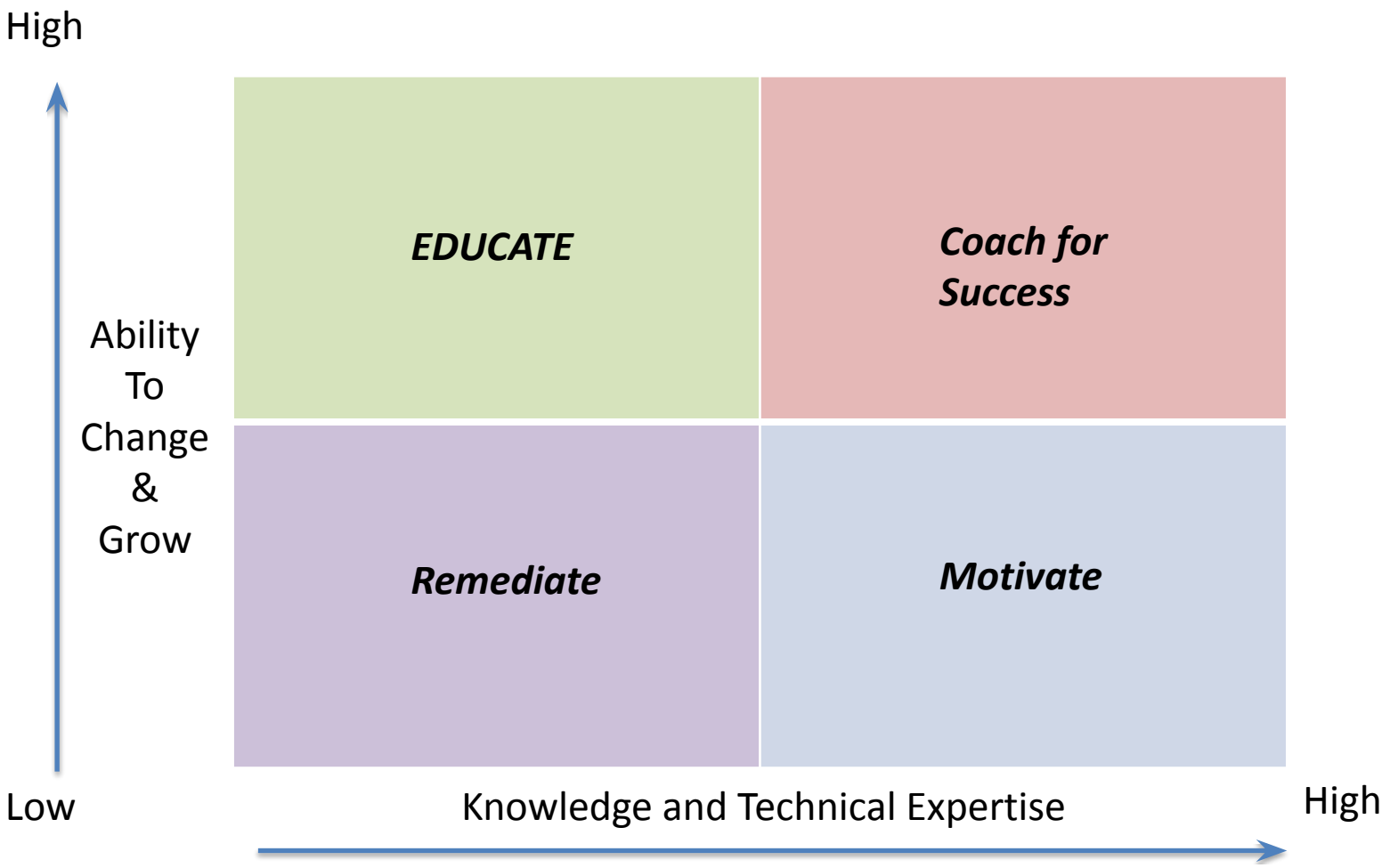
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Executive Coaching Impact Areas



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Executive Coaching Quadrants



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Benefits/Outcome of Coaching

1. Create the best choice and decision possible
2. Enhance Leadership Capability
3. Develop more effective interpersonal communication skills
4. Improve job performance and develop skill to manage conflict & change
5. Clarify causes of behavior and create a strategy for long term change
6. Achieve more business & personal goals
7. Improve communication between leaders and their team
8. Resolve problems that impede job performance

Key Drivers of Executive Coaching

1. Successfully deployed method to develop leadership
2. Transparency of leadership and Board of Directors
3. High Executive failure rates reported (New Hire/Promotions)
4. Extend & Enhance the formal training investments
5. Focus on most critical skills (e.g. Leadership, Inter-personal, working with external stakeholders, managing major changes
6. Coaching to help individual leaders to improve their performance

Top 5 Areas of Improvement with Coaching

1. People Management
2. Relationship with others
3. Goal Setting & Prioritization
4. Productivity & Engagement
5. Communications

Coaching Questions

- What is your purpose?
- What do you need to learn?
- What do you perceive are your greatest strengths?
- Can you identify the pattern of when you have gotten in your own way?
- What skill or ability would you like to develop?
- What decision do you need to make?
- What gives you meaning?
- What are your 3 most important values?
- What limiting self-talk are you aware of?
- What are your personal resources?
- What changes do you want to make?
- Which first steps can you take?

Executive Success Factors



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I absolutely believe that people, unless coached, never reach their maximum capabilities

– Bob Nardelli, CEO, Home Depot


Thank you!



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