



ABOUT COACHING

How Coaching Works & What to Expect

MARIA AMERSTORFER

Coach Trainer Facilitator

WHAT IS COACHING?

... a process

Coaching is a work and career related process either on a one-to-one or small group basis. It focuses on changing behavior to improve performance so that better results can be achieved. It is designed to accelerate an individual's growth and development by closing the gap between current and desired level of performance and life satisfaction.

The concept of coaching started in the sports world, where it was realized that people who aim to be the best need individual attention. Athletes have been using coaches to achieve extraordinary results, move beyond current levels of performance and become the best in their discipline.

Similarly coaching has been applied in the business world to help people operate at peak performance levels and excel in all areas of life. It is becoming one of the most effective tools to help executives meet the ever-changing requirements in their role as leaders.

... a partnership

Coaching is also a partnership. Depending on the situation the coach takes one or several of these roles in the coaching process:

- As a *mentor* the coach believes in you and helps you believe that you can achieve what you want to and also helps you clarify where you want to go.
- As a *manager*, the coach increases accountability, insists on strategies and actions to move you towards achieving your goals.
- As a *personal trainer*, the coach keeps you going, identifies obstacles and helps you overcome them. As a personal trainer he keeps you stretched as well as focused.
- And finally as a *sports coach*, the coach notices the little details and supports improvement and perfection.

... and very popular!

Today's world requires us to do more with fewer resources, in less time. We are more often required to adapt to new situations and changing demands, i.e. the changing role of management now requires more people skills than previously. People are juggling with multiple roles, increasing demands, while trying to have more satisfying lives.

WHY DOES COACHING WORK?

Consistency & Accountability

Coaching is consistent and increases accountability. Thus coaching

- keeps you on track and focused
- ensures forward moving action
- prevents you from falling back into non-helpful behavior
- minimizes procrastination and gets things done
- accelerates learning and development

Solutions & Results

Coaching focuses on solutions and results. Coaching

- provides individual attention, is empowering and enabling
- helps to have more clarity, more passion, strength and confidence
- ensures you are more in action rather than feeling stuck or helpless
- increases one's capability of doing whatever is required

Reflection & Review

Coaching is an opportunity to pause, reflect and review – which is something we would not do (at least not as regularly) otherwise. Therefore coaching

- helps to see previously unseen possibilities and move beyond perceived limits
- ensures you feel less overwhelmed
- provides clarity about what you really want, your vision and values
- helps to set better goals and make better decisions

OUR COACHING PHILOSOPHY

Our coaching is balanced by our long experience in emotional intelligence consulting. People, unlike machines, have emotions which affect our thinking and behavior. Long-term change must achieve emotional buy-in. Beyond the tangible and “technical” benefits of coaching, we process at the emotional level for achieving not just immediate but sustainable results. We believe that there's always a “higher” level to take one's life, performance, business, or team, even if the current situation is already impressive. We believe in challenging our clients to continuously develop their potential. As coaches we inspire and encourage our clients to see bigger visions in both their personal & professional spheres, and we then help them transform their visions into reality.

WHAT HAPPENS DURING COACHING?

The coach and client(s) meet or have phone conversations regularly, i.e. twice to four-times a month for approximately one hour.

A typical coaching process will include:

Clarification

Establishing the current reality of the person and situation.



Clarifying who the person is, what makes them tick, looking at what's going on at the moment, what's working, what's not, etc

Focus

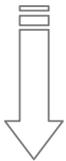
Clarifying what the person being coached wants to achieve.



Defining specific goals to be reached within the coaching contract period (typically 3 – 6 months).

Discovery

Developing strategies and actions to achieve goals, which includes discovering areas of development and identifying internal and external barriers.



Action

Closing the gap between current and desired reality.



Monitoring and ensuring forward moving actions.

Evaluation

Review and feedback of progress.

Planning of next steps.

What makes coaching so powerful is that we also focus on the “Who” element. Goals (what) and strategies (how) are essential, but unless they are integrated with the person (who) they will take longer to achieve, may not be what the person really desires and thus not cause the happiness and fulfillment that's possible.

WHEN IS COACHING USED?

There are various areas of coaching and many reasons why organizations seek coaching services for their staff. For example:

Transition/Change

Coaching through periods of change to help individuals meet new challenges triggered by i.e. restructuring, mergers, promotions, transfers, change of portfolio. This may also include coaching of new employees to ensure integration into their new workplace and help them to successfully adjust to a new corporate culture.

Relationships

Coaching to help individuals be more effective and confident in relating with people, strengthening their interaction and communication skills.

Leadership

Coaching executives to be inspiring leaders by e.g. increasing their self-awareness, building a strong personal and professional foundation, clarifying their goals and enabling them to maintain a work-life balance while successfully meeting workplace demands. This area may also include clarifying a vision, defining and communicating direction for their teams and organizations, building effective networks and successfully relate to stakeholders.

Team Development

Coaching team leaders to build and manage their teams, identify and groom successors/talent, providing guidance for team members to work together more effectively.

Emotional Intelligence

Emotional Intelligence is nowadays considered a key success factor for personal and professional success. The coaching process begins with an EQ assessment, using the EQ-i as a tool. The individual will then be able to develop EQ skills and competencies based on his or her needs.

Responding to Feedback

Helping executives to acquire new competencies and set of behaviors in response to assessments (i.e. 360-degree feedback, employee surveys, performance appraisals)

Talent/Career

Coaching high potential employees to accelerate their learning curve and help them grow into future leadership roles.

As Follow-Up to Training

Coaching as follow up to training to enhance training effectiveness, ensure implementation of skills learnt and consistent application of new behaviors and habits.

Work-Life Balance/Personal Effectiveness:

These two areas are very common coaching topics to support individuals in better managing the multiple demands and challenges in the workplace through greater efficiency and effectiveness. Coaching helps the individual to focus on priorities, get organized, balance competing interests, etc.

Personal & Professional Development:

Coaching can provide an opportunity to identify one's values, passions, talents as well as define a personal life and work vision, personal and career path.

In general people work with a coach when they want to move

from: feeling stuck . . . uncertain about what they want . . . overwhelmed . . . stressed
stretched . . . making a living-not having a life . . . struggling . . . burnt out . . .
not coping . . . not in control . . .



to: forward moving . . . balanced . . . in control . . . satisfied . . . focused . . . at peace
joyful . . . at ease . . . clarity . . . aware . . . calm . . . confident . . . motivated . . .

Whatever the reason, you will get the best results when you wholeheartedly engage in the coaching process and take responsibility to move into action. The best coaches recognize that they are “catalysts” for their clients to achieve their goals, and that the actual work is done by the client. The foundation for skilled coaching conversations is inquiry, which means that the solutions to your dilemmas are yours – and the actions that you take become your responsibility.

Your executive coach will first work with you to gain clarity around your goals. Your goals may be based on feedback you've received, or assessments (such as a 360) that you've taken. In some cases, you and your coach may work with a “sponsor”, often your manager; in order have support and accountability for the actions to be taken toward your goals.

FEATURES & BENEFITS OF COACHING

More and more data and statistics are available as coaching is applied more frequently. Depending on the situation and the individual coaching objectives, benefits include:

- Improved productivity and job satisfaction
- Increased loyalty, commitment and desire to successfully manage workplace demands
- More effective teamwork, better working relationships and reduced conflict
- Better interpersonal skills
- Accelerated personal development and application of new competencies
- Increased application of preferred behaviors (“Walking the Talk”) to achieve desired corporate culture
- Increased focus and clarity
- Set goals that are relevant and reach them faster
- Increased personal power and became more self-reliant
- Better work-life balance

HOW IS COACHING DIFFERENT FROM . . .

. . . Consulting

Consulting refers to a person with greater knowledge or experience in a particular areas and assists a person or organization lacking in that knowledge or experience primarily by assessing and advising.

Coaches are experts in the coaching process and may not have specific knowledge of a given subject area or industry.

. . . Therapy & Counseling

Counseling focuses on relieving the client from psychological pain or treating cognitive or emotional disorders.

Coaching focuses on the present and future and not on the past. It uses information from the client’s past only to clarify where the client is today. It does not depend on resolution of the past to move the client forward. Coaching does not work on “issues” or get into resolving the past.



*For more information contact Maria Amerstorfer at:
VIP Dynamics, +65 9 667 172, matraco@singnet.com.sg*

"I am ready," he said at last.
And Jonathan Livingston Seagull rose with the two star-bright gulls
to disappear into a perfect dark sky.



"You're never given a dream without also being given the power to make it true."
(Richard Bach from Jonathan Livingston Seagull)