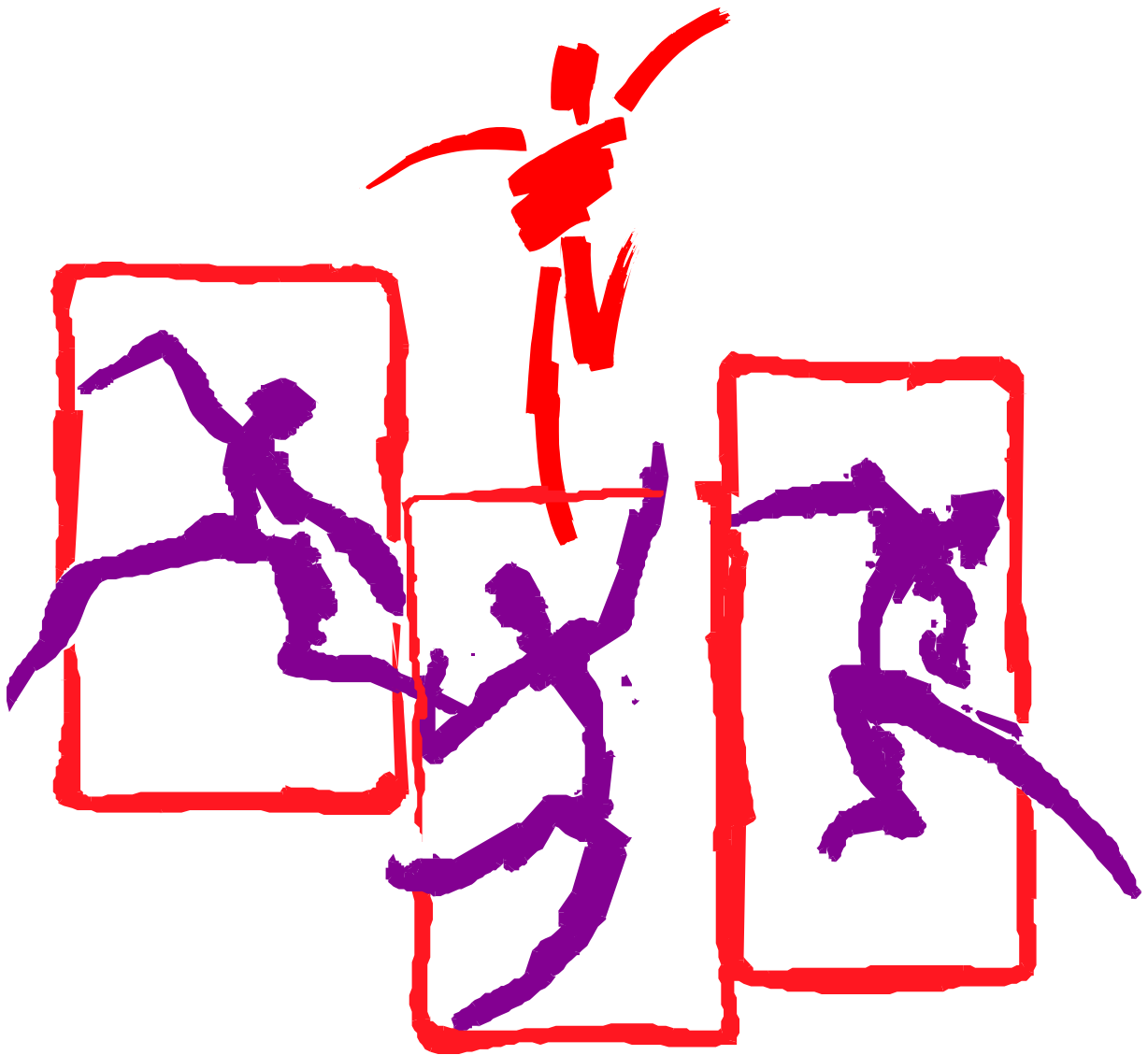


COACHING YOURSELF and OTHERS for PEAK PERFORMANCE



***Grow Professionally
Multiply Your Talents
Get Extraordinary Results***

Jae Limited

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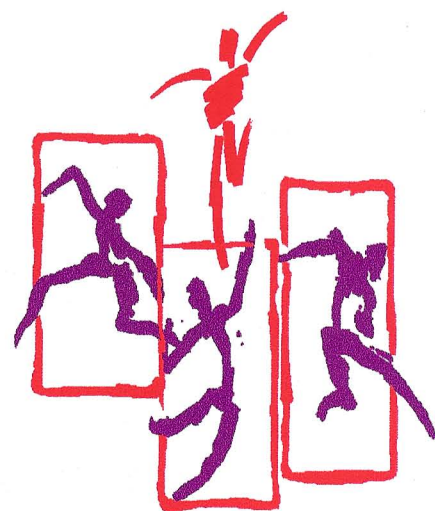


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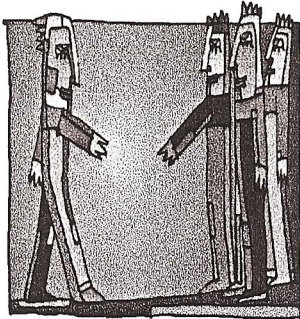
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CHAPTER 1

COACHING - YOUR INTRODUCTION TO TRANSFORMATIONAL CHANGE

When love and skill work together, expect a masterpiece. - C. Reade

◆ Coaching - The Newest Self-Development Discipline



Coaching is the latest sensation to hit the workplace. Through coaching, you gain the ability to get the best out of yourself and others. But before this can happen, you must first learn what coaching is and then how to do it. It isn't simply telling someone how to do something; it's not being told what to do, either. It's about reaching inside yourself for that inner wisdom that resides in all of us, listening to that inner wisdom and following through with action.

Although the term “coaching” is commonly associated with sports, the type of coaching discussed here is significantly different from athletic coaching. In fact, athletic coaching is more like mentoring. Later in this chapter, mentoring and coaching are compared; there's a difference between the two.

In this new discipline of coaching, the coach works to help the coachee articulate his or her dreams, desires, values and life's mission by asking penetrating questions. Coaching covers everything that you do to help others reach extraordinary results. Coaching helps others reshape their way of being, thinking and acting. The coach's expertise is process-oriented, not solution-finding. The coachees find solutions. ***The coach doesn't have the answers - the coach only has the questions.*** Coachees are more effective and satisfied when they find their own answers. And they're more likely to follow-through with actions based on their own ideas.

Good coaches listen for what the coachees believe are their strengths and weaknesses. Then they help uncover the skill set needed to reach the coachee's or organization's goal. The coach then helps the coachee articulate steps to take to achieve that goal or acquire the talents needed. The coachee is held accountable for his or her actions or inactions. The coach asks questions to stretch the coachee's thinking. This allows for breakthrough - or “out of the ordinary” thinking. The coach listens and creates a comfortable climate for the coachee to explore inner-most feelings without fear of retribution or reprisal. In other words, the coach is on the sidelines cheering for the home team (the coachee), but it's entirely up to the coachee to develop and execute the plays.

The coach seeks to motivate, encourage and inspire the coachee. Sometimes the coachee is stuck - unable to get to where he or she wants to go. It's up to the coach to uncover the "blockages," assist in "unlearning" of ineffective habits and of what doesn't work and facilitate the coachee's ability to take on new habits and capabilities. The coach must determine if it's just a matter of doing something differently or trying something new.

The coach works exclusively for the coachee even when the coach has been hired by the coachee's organization or even someone else - the coach always remains loyal to the coachee.

◆ **Why Coaching?**

In today's workplace, coaching has become quite popular. In the past, employers concentrated on managing the organization. But realistically only activities (e.g., tasks, deadlines, budgets) can be managed. People must be led, mentored and coached. Research has proven that when people are happy at work, they are less likely to leave. They show more enthusiasm, and they're certainly more productive. So, coaching complements typical management practices.

Coaching is not only useful in the workplace. It has a major role to play in our personal lives as well. Coaching is valuable to anyone who wants to reach personal or professional goals to reach for limitless possibilities with the coach's unconditional support along the way.

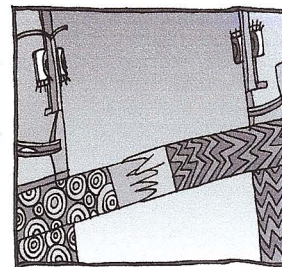
The coaching process helps the coachee define and achieve a goal faster and with more ease than otherwise possible. A qualified coach facilitates progress by providing focus and allowing the coachee to explore choices. Coaching empowers individuals to put forth their best efforts - to perform to the height of their abilities.

"Coaching is a process that helps individuals to learn and to make the most of that learning. It helps people to bring out the best in themselves" according to Robert Witherspoon, nationally-known executive coach, and co-author of *Four Essential Ways that Coaching Can Help Executives*.

**Coaching is not about your changing the way you do things -
it's about changing the way you think -
doing away with limiting beliefs and reaching toward the possibilities.**

◆ What is a Coach?

A coach is a person trained to help clients (coachees) set a goal. A coach works with individuals to provide objective, professional direction to improve their performance by helping to enhance their abilities and uncover what additional capabilities they might need. A coach understands how to carefully probe into personal areas, constructively critique, alertly point out hurdles and provide encouragement while being sensitive to the individual's self-esteem and delicate sensitivities.



In the business world, a coach is often sought when an individual encounters a professional turning point such as a job change, new boss, or need to remain a step ahead of the competition. The objective of a coach is to facilitate change, enhance business performance or executive potential, and/or marketability of the individual.

◆ The Coaching Approach

Coaching is intended to help an individual move from his or her current status, performance, or ability to a desired objective. So, by using the coachee's agenda, the coaching is based entirely upon the stated desires, needs and goal of that person.

The coach may motivate, encourage, guide, task and pace the coachee, but the overall goal, direction and timing are up to the coachee. The coach's primary job is to build a bridge to where the coachee wants to go by raising the coachee's awareness of options.

The coach serves as the coachee's catalyst for change. To help the coachee in making the changes necessary to get to the desired destination, the coach uses interviews, questioning techniques, evaluation tools and exercises. This enables the coachee to uncover specific needs and possible solutions.

**In coaching,
the coach
responds to
the agenda as
designed by
the coachee.
The coach
does not set
the agenda.**

Once the coachee sets the agenda, the coach and coachee then jointly design a plan of action. Progress is monitored while adjustments are made to the action plan and coaching methods. Each coaching session is treated as a new start based on the situation at that moment; everything that occurred prior to this session is water under the bridge, overcome by events.

The coach doesn't direct the coachee. Rather, the coach requests actions or behavioral changes of the coachee. Since the coachee is the "client," there's no superior-subordinate relationship. The coach and coachee are equal players in a partnership. The coach must understand that the objective in coaching is to support the desires and ambitions of the individual being coached and, therefore, must always act accordingly.

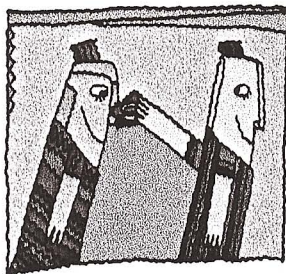
The coach doesn't judge the coachee or his or her behavior. Although the coach unconditionally supports the coachee (i.e., the coachee's strongest advocate), during coaching sessions the coach assumes an unbiased, objective position in assessing the situation and the coachee's progress. The coach maintains complete confidentiality regarding all coaching discussions. This allows the coachee complete freedom to explore inner thoughts without fear of looking silly or even being betrayed.

◆ **Other Similar or Related Disciplines**

Coaching is often likened to other therapeutic disciplines. In this next section, coaching is compared with mentoring, counseling and group facilitation. Coaching has similarities and differences with each of these disciplines described below.

It is one of the most beautiful compensations of this life that no man can sincerely try to help another without helping himself. - Ralph Waldo Emerson

Coaching vs. Mentoring



Many people believe that mentoring and coaching are the same or that by doing one you're achieving the other. They both require good interpersonal communication skills, but mentoring and coaching are very different in their objectives, applications and methodologies. And, while mentoring has a long history, coaching is a relatively new discipline.

Mentoring is advising an individual (mentee) on personal or career-related matters based on the mentor's own experience. The old saying, "*I know this because I've been around the block*" characterizes mentoring. The mentor's agenda is followed, not the mentee's. The mentor's role is to guide the mentee by conveying advice, knowledge and experience. The mentee benefits from the mentor's knowledge, but *the mentee isn't exposed to what the mentor doesn't know*. Mentoring is usually, a one-way street with no exploration or feedback as to what the mentee really wants, thinks or feels.

The mentor determines what's good for the mentee. In a business setting, for example, the mentor guides the mentee "through the ropes" of an organization or shows the mentee "how things are really done around here." The mentor accelerates the mentee's learning curve by conveying lessons learned only through long-term, first-hand experience. Many important organizational nuances aren't written down, but knowing them would be valuable to newer or less experienced employees. The mentor can address personalities, relationships, biases, bureaucracies, inequities, perceptions, realities, likes, dislikes, etc., none of which is covered in an employee's manual. The experienced veteran can pass on this knowledge and insight thereby helping the mentee to be more productive, effective and successful in a much shorter period of time.