

The value of Coaching in a fast changing organizational life.

The benefits of coaching for people in transition in organizations

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- ✓ *Participation*
- ✓ *Respect in diversity of ideas, knowledge and perspectives*
- ✓ *Equality in speaking time*
- ✓ *Positivity*

The principles
of our workshop

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- To gain positive thinking
- To learn something new about coaching
- How to identify a potential Coachee (person to receive coaching)
- What should I expect from a Coach
- Are there any applications of coaching for people at junior level
- Learn about Coaching techniques
- Learn about Coaching applications for personal development
- To understand the value of coaching
- To understand if the HR professional can be a coach
- Learn how to develop internal coaches
- To learn about “Coachability” (the ability of an individual to benefit from coaching)
- To learn how coaching can be used with reviews
- To learn how can we identify & hire a good coach
- To learn how to build a coaching culture in an organization

What would
you like to gain
from this
workshop?

According to the
participants of the workshop

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- The development of the people
- To take the challenge and to work as a team
- Trouble shooting the problems of the people in organization
- The progress of the people
- To provide support
- Solving the problems of the people in the organization
- To communicate with diverse people
- To motivate and reward people
- The specialization
- Interacting with diverse cultures
- Resolving the issues of people
- The interaction with people

What excites most the participants in their HR role

Participants worked in pairs and interviewed each other

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- Passionate about her work
- Remarkably courageous
- Never give up
- Honesty
- Friendliness
- Openness
- Smile
- Positive
- Calm
- Goal oriented
- Motivation
- Great communicator
- Structured
- Loyal
- Patient
- Focus
- Approachable
- Genuine
- Clarity
- Emotional
- Sensitive

The collective strengths of
the participants

Participants worked in pairs and
interviewed each other

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What is
coaching?

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Coaching is a **style and task**
to help people to do their job
more effectively and easy

Peter Lang

Coaching
definition

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*A goal directed, results oriented,
systematic **process**
in which one person facilitates
sustained change
in another individual or group
through fostering
the self-directed learning and
personal growth
of the coachee*

Coaching definition

Anthony Grant & Michael Cavanagh

Coaching & Mentoring
“what they are and how to make the most of them”
(The Economist by Jane Renton)

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What is mentoring?

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Transfer of knowledge

from an older and more experienced person acting as a model example to a young and less experienced

Mentoring
definition

Coaching & Mentoring
“what they are and how to make the most of them”
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What are the differences of coaching versus alternative services?

Management consulting
Training
Mentoring

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	Training*	Management Consulting*	Executive Mentoring**	Executive Coaching**
Definition	<p>Training is teaching, or developing any skills and knowledge that relate to specific competences.</p>	<p>Management consulting is the practice of helping organizations to improve their performance,</p>	<p>Transfer of knowledge from an older and more experienced person acting as a model example to a young and less experienced</p>	<p>A goal directed, results oriented, systematic process in which one person facilitates sustained change in another individual or group through fostering the self-directed learning and personal growth of the coachee</p>
Scope & level of hierarchy	<p>Groups Junior to middle level</p>	<p>The whole or part (department, unit etc) of the organization</p>	<p>Usually Individual (in some cases groups) Leadership or management team level</p>	<p>Individual and groups Middle to High level</p>

*Wikipedia

**Coaching & Mentoring "what they are and how to make the most of them"
The Economist by Jane Renton

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	Training*	Management Consulting*	Executive Mentoring**	Executive Coaching**
Needs and Applications	When there is a need to develop certain skills and acquire knowledge in certain area	When a certain deliverable is needed that the organization cannot produce due to lack of expertise or resources (people, time etc)	<ul style="list-style-type: none"> • Leadership • Succession planning • Entrepreneurialism 	<ul style="list-style-type: none"> • Transitions and change to new roles or positions, new Organizational cultures, Countries, Org. structures, Teams, Tasks • Performance improvement <ul style="list-style-type: none"> • Improvement of relationships • Leadership development <ul style="list-style-type: none"> • Entrepreneurialism
Who is it for	People who need to develop technical skills	The organization as a whole in order to improve effectiveness & efficiency	Mainly people moving to leadership positions	<ul style="list-style-type: none"> • People in transition • People willing to increase performance and achieve specific goals • People facing challenges with important relationships • Talents who are willing to progress

*Wikipedia

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Which are the situations
in business where
coaching is used ?

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- Personal Career
- Transition and change
- Mergers and start-ups
- Entrepreneurialism and leadership
- Groups and Teams

Coaching
business areas of
application

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what they are and how to make the most of them”
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- Lateral move within the organization
- Transition arising from promotion
- New appointment from outside the organization
- Senior executives approaching retirement
- Underperforming executives
- Ongoing sound board to senior executives

Situations
where coaching
is used

Ridler Report 2013
Trends in the use of Executive Coaching

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What are the advantages of coaching versus alternative services?

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- ✓ Personalized to coachees' needs and aspirations
- ✓ Based on taking responsibility of self and ownership
- ✓ Tailor made according to the organizational needs, values and purpose
- ✓ Support on the job
- ✓ Action oriented

Key advantages
of coaching
vs
alternative L&D
services

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What are the
benefits of
coaching?
For the organization?
for the coachee?

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- ✓ Building Self Responsibility & Ownership
- ✓ Increased clarity & self-Consciousness
- ✓ Increased Self-Belief
- ✓ Focus on goals
- ✓ Enhanced relationships & collaboration
- ✓ Improved performance
- ✓ Support on day to day work within her/his work context

Coaching
benefits for the
coachee

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- Increased Performance
- Effective Relationships & Collaboration
- Improved Retention
- Increased Engagement
- Better Succession Planning
- Talent Development

Coaching
benefits for the
organization

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What is the work of
a coach during a
coaching session?

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- ❖ Build a relationship of trust
- ❖ Secure confidentiality
- ❖ Ask insightful questions
- ❖ Listen carefully
- ❖ Give and take feedback
- ❖ Enable different perspectives
- ❖ Enable change of patterns of thinking
- ❖ Enable action taking

The **work** of the
Executive Coach

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What are the key responsibilities within a coaching relationship ?

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- ❖ Coach: Responsible for the process
- ❖ Coachee: Responsible for the content and final decision making regarding actions

Key responsibilities
within a coaching
relationship

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What would you check in order to select a coachee for a coaching program?

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- Coaching engagement is her/his own decision
- Willingness to progress
- Openness
- Commitment to the coaching process and outcome

Selecting a Coachee

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How would you
select an executive
coach?

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- ✓ Seek word of mouth recommendations.
- ✓ Ask for proven record (hours of practice, number and kind of clients/organizations, previous results etc).
- ✓ Make sure that they combine business knowledge and experience with “*soft skills*” (high emotional and relational intelligence)
- ✓ Have a professional qualification & accreditation
- ✓ Fits the culture of your organization
- ✓ Have experience and expertise relevant to the needs of the coachees
- ✓ Ask a sample session to experience yourself their style and approach

Selecting an executive coach

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What would you check
before engaging to a
coaching program?

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- ✓ Determine what you want the coaching to do and make sure your objective is realistic and genuinely relevant to the wider business
- ✓ Match the person being coached with the most appropriate coach for their specific needs and make sure they can work well together
- ✓ Make sure that the coach explains her or his way of working and the methodologies employed and that the person being coached is comfortable with the process
- ✓ Develop some measures so that you will be able to recognize success when it happens
- ✓ Make sure that all the parties involved agree on the target, define upfront how it will be achieved and make sure outcomes are part of the coaching contract
- ✓ Allow for interim reviews to provide flexibility and a change of direction, if necessary
- ✓ Agree the length of a coaching assignment, and how many times the coach and the person they are coaching meet as well as how and where

What to check
when you are
planning to engage
in coaching
a useful checklist

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- ✓ Respect confidentiality, but ensure sufficient feedback from relevant colleagues and leaders and develop an appropriate return on investment model for the assignments with input from business leaders outside HR
- ✓ Check if the coach has specific qualifications and training, but experience in other fields can be as, if not more, valuable
- ✓ Ask the coaches if they undergoing any form of supervision by a more experienced coach or an accreditation agency
- ✓ Check coaches' references and talk with people they have worked with
- ✓ Most coachies offer a free introductory meeting which can give a prospective client time to assess whether they feel comfortable with the coach and his or her way of working
- ✓ Find out if the coach has signed up to any specific code of ethics, but more importantly ask them to explain in detail precisely what the code actually means to them

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- ✓ How can we build a coaching culture in our organization ?
- ✓ I would like to have a practical experience of coaching
- ✓ How can we evaluate coaching effectiveness and return on investment

What other things
would you like to
discuss about
executive coaching in
the future ?

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