



COACHING

CONVERSATIONS

How to work out when to use a coaching approach with your team

LEADERS TOOLKIT

AN OVERVIEW

What is Coaching?

Coaching is a process of helping people achieve their goals by unlocking their potential and building their capabilities. It's a partnership where the coach facilitates learning and development, helping the coachee to discover their own insights and solutions. Coaching is not about giving advice or telling people what to do, but rather helping them to find their own answers.

What is not Coaching?

Coaching is often confused with other forms of support such as mentoring, consulting, or counseling. And it is NOT providing feedback or performance mgmt.

Coaching is not about providing answers or solutions, as a mentor or consultant might do. It is also not therapy, which focuses on addressing emotional or psychological issues.

Adopting a coaching leadership style

Being a coach-like leader means adopting a coaching mindset and approach to leadership. It involves focusing on developing people's potential rather than just managing their performance. A coach-like leader creates a safe space for people to learn, experiment, and make mistakes, and helps them to take ownership of their development. It also means asking powerful questions, listening deeply, and providing feedback that encourages growth.

Benefits of adopting a coaching approach

- **Improve performance & productivity** by helping people identify strengths & weaknesses then develop strategies to close gaps.
- **Increase engagement and motivation** by creating a sense of empowerment and ownership leading to higher commitment to goals.
- **Build stronger relationships** by communicating openly & collaboratively.
- **Create greater accountability** by encouraging people to solve their own problems and generate their own solutions.



AND NOW FOR SOME DATA!

- Recent meta-analysis ([Graßmann et al., 2020](#)) confirmed the working alliance which refers to the coach–coachee relationship, as an antecedent of desired coaching outcomes.
- According to the International Coaching Federation (ICF), 70% of individuals who receive coaching benefited from improved work performance, relationships, and communication skills.
- The ICF reports that 65% of employees who receive coaching are more likely to recommend their organization as a good place to work.
- The Corporate Leadership Council found that employees who received coaching were 40% more likely to stay with the organization.
- The ICF reported that 86% of companies surveyed said they recouped their investment in coaching and more, citing benefits such as improved teamwork, increased productivity, and enhanced communication.
- The Human Capital Institute found that organizations with strong coaching cultures have 21% higher engagement rates.
- A study by MetrixGlobal LLC for the ICF found that coaching produced a 529% return on investment and significant intangible benefits to the business.
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- The International Personnel Management Association (IPMA) reported that when coaching is combined with training, employee productivity increases by an average of 88% compared to only 23% with training alone.



REFLECTION

While coaching can be a powerful tool, it is not always the best approach for every situation. There are situations where coaching is effective, as well as situations where coaching may not be appropriate.

In what situations, do you think Coaching would be most effective?



In what situations do you think Coaching may not be appropriate?

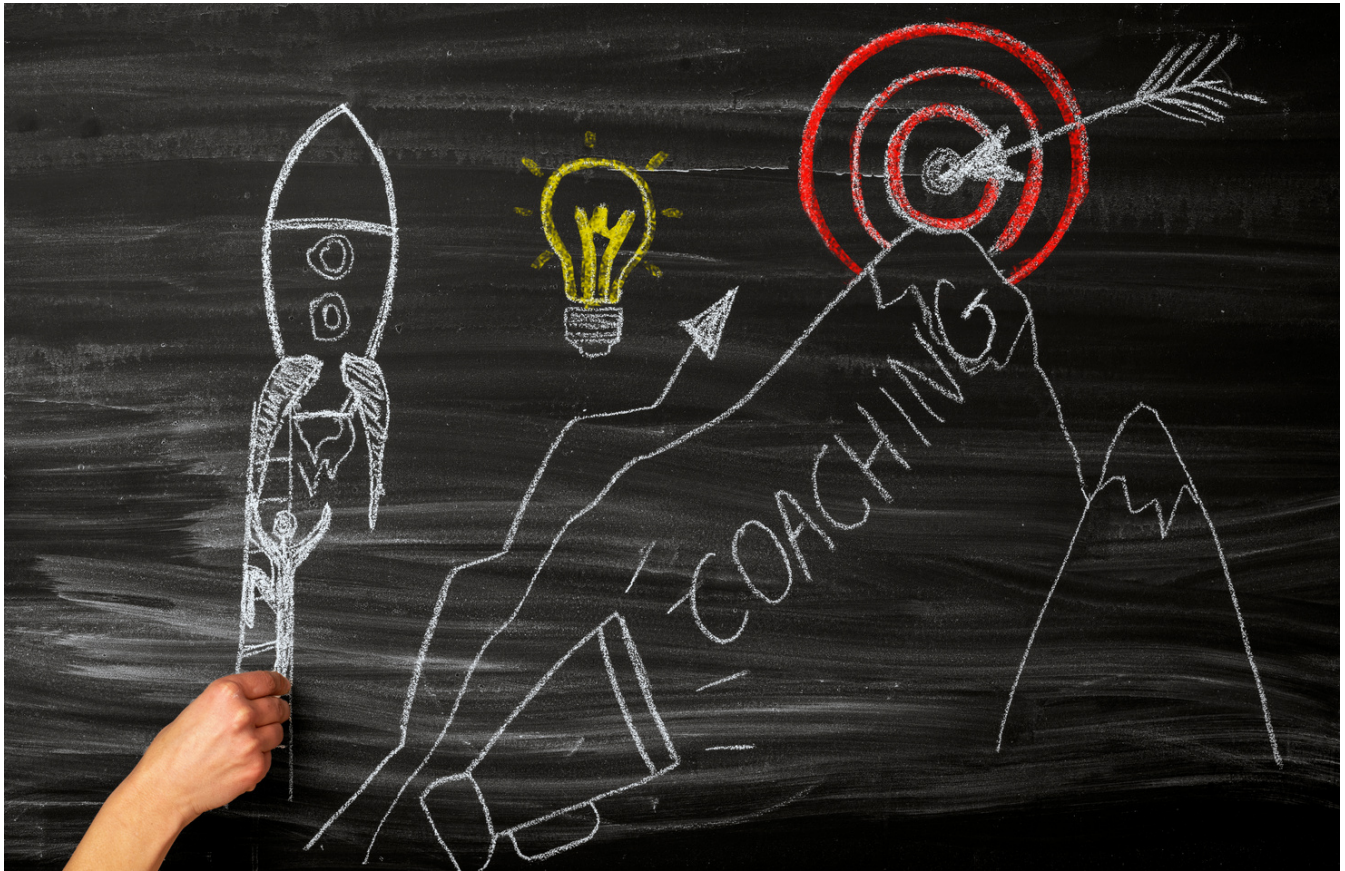


What does this mean for you in your role, with your team?



WHEN TO USE/NOT USE COACHING

By understanding when coaching is effective and when it may not be appropriate, individuals and leaders can make informed decisions about when to use coaching as a tool for development and growth.



Situations where Coaching is most likely to be effective

Coaching can be effective in situations where individuals or teams are seeking to develop their skills, knowledge, or capabilities.

It can also be effective in situations where individuals or teams are seeking to overcome challenges or obstacles, solve problems or to achieve specific goals.

Coaching can also be effective in situations where individuals or teams are seeking to improve their communication or resolve interpersonal relationships issues.

Situations where Coaching may not be appropriate

Coaching may not be appropriate in situations where individuals or teams are experiencing significant emotional or psychological distress. In these situations, individuals may require the support of a therapist or counselor.

Coaching may also not be appropriate in situations where individuals or teams are facing significant performance or disciplinary issues, as these may require a different approach, such as more direct feedback conversations, performance management or corrective action.

NOTES

