

# EMPLOYEE COACHING

FOR BUSINESS GROWTH



# "A MANAGER IS A TITLE, IT DOES NOT GUARANTEE SUCCESS. COACHING IS AN ACTION, NOT A TITLE AND ACTIONS WILL RESULT IN SUCCESSES!"

- Catherine Pulsifer

Coaching can give leaders and subordinates within an organization the creativity and training they need to make an organization excel

Although a great tool, coaching should be approached like any other strategic goal. Successful execution requires commitment from the organization and the person being coached, a plan to obtain results, qualified coaches and a follow-up evaluation.

Does your company need a jumpstart? Is revenue low, morale declining, and leadership tactics no longer making an impact? This may be the perfect time to look into employee coaching for leaders and subordinates.

A good corporate coaching program should involve employees on all levels in the organization. Senior leaders should be coaching mid-level leaders and mid-level leaders should be coaching lower level subordinates on a scheduled time frame that is at minimum quarterly. These coaching sessions should have a one-on-one approach and be tailored to encourage individual employee growth, department or division growth, as well as company growth. A good leadership coaching program can make a tremendous impact in an organization. It affects communication, performance, accountability, delivery and measurement..





**"THE POWER OF COACHING IS THIS -  
YOU ARE EXPECTED TO GIVE PEOPLE  
THE PATH TO FIND ANSWERS, NOT THE  
ANSWERS."**

Tom Mahalo, Coaching: Coaching For Success To Unlock  
Answers Using Powerful Questions And Achieving Your  
Life Goals

.Employee coaching is a training method in which a leader provides a subordinate employee with advice and guidance intended to help develop the individual's skills, performance and career.

Coaching is a one-on-one individualized process that depends on both the nature of the employee and the coach's knowledge, skills and abilities. It is done over a period of time with a specific goal in mind.

Many organizations strive to create a culture of coaching because they have seen or experienced the benefits of coaching. When a coaching culture exists within an organization, value is placed on communicating, managing and developing employees. An environment of learning and employee development is encouraged, which tends to improve corporate morale.

Coaching should be approached like any other strategic goal. Successful execution requires commitment from the organization and the person being coached, a plan to obtain results, qualified coaches and a follow-up evaluation. Today, it is possible to obtain training and certification in the coaching field. As a career path, coaching usually involves independent consulting, although some large organizations employ coaches on their regular staff.



## COACHING IS NOT MENTORING

Coaching and mentoring are both development methods. Therefore, they are sometimes mistaken as the same. However, they are not the same. Mentoring is a career development method and coaching is a position development method. Mentoring is career driven where coaching is company or position driven. Mentoring is counseling that teaches or instructs to guide an individual through a formal process whereby a lower-level less experienced employee is matched with a senior-level more experienced employee for guidance and instruction through a career path. Coaching assists individuals with preparation for or move into a new assignment, improve work habits, adapt to a changing environment or overcome specific performance obstacles.

**""PEOPLE WILL EXCEED TARGETS THEY SET THEMSELVES."**

**-GORDON DRYDEN**

# THE BENEFITS OF EMPLOYEE COACHING

The benefits of employee coaching are not just for the employee being coached but also for the organization. More and more organizations are implementing employee coaching programs because many large companies have experienced the effectiveness of such programs. The benefits that can be expected when implementing an employee coaching program include:

## 1. Developing Potential Leaders and Aids in Succession Planning

Implementing an employee coaching program gives an organization the opportunity to develop the employees that they consider future leaders, star employees or high performers. Coaching can help determine what skills these employees need to develop to be successful leaders. This also aids in succession planning by helping to maintain an adequate succession roster.

## 2. Creates Engagement on all levels within the Organization

When all levels of employees are involved in the coaching program, improved employee engagement and retention is gained. Executive-level employees should be involved in the coaching program as well by coaching mid-level employees. Employee coaching should not be only geared towards lower level employees. Mid-level leaders can develop the skills needed to effectively manage their teams and potentially prevent strained managerial relationships between employees and leaders. When employees see senior-level employees involved in the program, engagement improves. This is due to employees witnessing the value being placed on their development by the culture of the organization.

## 3. Improves Internal Communication and Performance

The internal communication within an organization can help an organization flourish or cause poor performance and negative outcomes, such as not executing company goals or accomplishing the mission. Internal communication is vital to productivity and profitability for an organization. The skills needed to be a great communicator, including listening, clarity, and confidence, are improved through coaching. Therefore, employee coaching is a great way to develop communication skills and improve performance across an organization.



**"THE TEST OF A GOOD COACH IS THAT WHEN THEY LEAVE, OTHERS WILL CARRY ON SUCCESSFULLY.  
-AUTHOR UNKNOWN**

# THE COACHING PROCESS

Coaching should be seen as partnering rather than about the coach being "the expert". The coach helps the employee develop a higher level of expertise. A variety of methods can be used by the coach to facilitate the process:

- Using personality and behavioral assessments to diagnose which traits and behaviors are dominant or lacking, and which might be easy or difficult to change.
- Listening actively; the coach does not solve the client's problems—the employee solves his or her own problems.
- Helping employees distinguish what is important from what is not.
- Steering employees outside of their comfort zone.
- Acknowledging the employee's accomplishments and encouraging when the employee is down.
- Providing perspective based on the coach's own experiences.
- Helping the employee set goals, develop an action plan for moving ahead, and anticipate and overcome potential obstacles.

- Recommending specific books or other sources of learning and self awareness.

- Encouraging journaling to gain awareness of emotions, behaviors and to track progress toward goals.

- Participating in role-playing and simulations to promote skill practice.

- Meeting on a regular basis, with on-the-job "homework" assignments between meetings.

- Managing the confidentiality of the coaching partnership.

- Designing systems to track the return on investment of coaching.

The GROW model is a popular method used in coaching, which was developed by Sir John Whitmore and mentioned in his book *Coaching for Performance: GROWing Human Potential and Purpose*.

The GROW acronym stands for:

- Goals.
- Reality, or current reality.
- Options.
- Way forward, or what you will do.

**"THE MANAGER NEEDS TO HAVE A COACHING MINDSET, LOOKING FOR OPPORTUNITIES TO HELP OTHERS LEARN.... THE COACH AND COACHEE RELATIONSHIP MUST BE ONE THAT RESTS ON A FOUNDATION OF TRUST THAT CAN ALLOW THE COACHING DIALOGUE TO TAKE PLACE."**

**- JAMES M. HUNT, THE COACHING MANAGER**



## OVERVIEW

In conclusion, coaching is a commonly used method of employee development that has generated positive business outcomes. For coaching to be effective and successful the employee being coached needs to be open to feedback and willing to change. A strong coaching culture has been linked to increased business performance, employee engagement, improved employee relations, and increased retention.

## ADDITIONAL RESOURCES: (BOOKS)

*The Coaching Habit: Say Less, Ask More, and Change the Way You Lead Forever*, by Michael Bungay Stanier

*Co-Active Coaching: Changing Business, Transforming Lives*, by Karen and Henry Kimsey, Phillip Sandahl, and Laura Whitworth

*Coaching Questions: A Coach's Guide to Powerful Asking Skills*, by Tony Stoltzfus

*A Manager's Guide to Coaching: Simple and Effective Ways to Get the Best from Your Employees*, by Brian Emerson and Anne Loehr