

Objective: Use coaching techniques to help employees reach more ambitious goals, faster and easier, or overcome performance problems.

The coaching model is both an attitude and a way of communicating. Coaching techniques inspire and motivate people to accomplish more, with less stress and greater satisfaction. A coaching relationship supports the self-worth of each individual and provides a range of benefits to an organization. Coaching empowers others to seek and deliver their best.

Coaching Techniques

Charge Neutral Language: A dispassionate yet personal way of speaking that avoids putting people on the defensive. Allows for collaborative communication. Careful choice of words and a neutral tone of voice keep communication safe for all concerned. Important messages can be delivered in a non-threatening, non-judgmental way, succinctly and quickly. Tone of voice, emphasis and inflection do not imply any positive or negative opinion.

Inquiry: Open-ended questions encourage the staff member or client to generate their own creative solutions, learning, and insights. Recognizing that each individual is creative, resourceful and whole leads to empowerment. The individual learns to rely on their own strength and wisdom for self-improvement.

Challenging: Use ONLY when the employee feels secure and free to take risks. If you have built a relationship of trust and created a safe environment, you can challenge your employee to greater achievements. Without a feeling of safety and security, or where there is lack of trust, challenges create fear and limit action. Good managers challenge their staff by giving them increased responsibility (along with support), or opportunities to develop creative solutions, learn, grow, and problem-solve.

Celebrating the Greatness in Others: Expect to find the best in other people, and you will inspire them to accomplish extraordinary things. Use emotional intelligence to bring out the untapped potential of your staff. Don't just cheerlead – recognize that performance problems are symptoms of something else. Use coaching techniques to help the employee discover and resolve the causes.

Acknowledging: Personalize the acknowledgement to who the employee is, not what they have done. "You showed a great deal of control and compassion when dealing with that difficult customer."

Benefits of Coaching to the Organization

- Coaching rewards **high performance employees** by giving them strategies for greater satisfaction from their work, and supporting them in reaching greater goals. It supports them in new roles, as they learn.
- Mediocre employee **performance is improved** when an individual is coached because she/he is encouraged and inspired to find new strategies for accomplishing tasks. Confidence and competence are improved.
- **Substandard performance** either improves because of coaching, or the employee voluntarily leaves the organization with their dignity intact. Even if a non-performing employee who has been coached must be let go, it often becomes a departure on good terms, with no lingering feelings of ill will.

Resources

- (1) Hargrove, Robert A. "Masterful Coaching Fieldbook", Jossey-Bass/Pfeiffer, San Francisco, CA, 2000.
- (2) Cook, Marshall J. "Effective Coaching", McGraw-Hill, New York, NY, 1999.
- (3) <http://www.coachville.com>
- (4) <http://www.coachfederation.org>
- (5) <http://www.canprocoach.com>

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