



وقت تغییره!



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مدرس دوره: صالح مختاری



What is Coaching?

Coaching has been defined in many ways. The essence of coaching is:

- To help a person change in the way they wish and helping them go in the direction they want to go.
- Coaching supports a person at every level in becoming who they want to be.
- Coaching builds awareness empowers choice and leads to change.
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It unlocks a person's potential to maximize their performance. Coaching helps them to learn rather than teaching them.

Coaching has traditionally been associated with sports. Every top athlete has a coach. In the last few years, coaching has become applicable in every area, in business and in every aspect of life as well as sport.

Now, it is quite normal for someone to see a coach to help them achieve their goals in their life and work.

Coaching is a partnership between coach and client.

The coach helps the client to achieve their personal best and to produce the results they want in their personal and professional lives. Coaching ensures the client can give their best, learn and develop in the way they wish.

The coach need not be an expert in their clients' field of work

Defining coaching

Possibly the most widely cited definition is John Whitmore's. Whitmore is widely recognized as one of the founding fathers of coaching. He suggested that coaching was about: "unlocking a person's potential to maximize their own performance. It is helping them to learn rather than teaching them – a facilitation approach" (Whitmore, 1992, p. 8).

Whitmore drew heavily on Timothy Gallwey's inner game model. Gallwey had noted that, in sport performance, the internal state of a player was a significant factor. He went further, arguing that it was even more significant than the opponent in individual sports like tennis and golf. If the individual could control their self-talk, sizable performance gains could be made (Gallwey, 1986). (Passmore J. , 2021)

coaching beyond its usefulness. It is natural to feel sadness when an important relationship is coming to an end - such close relationships have typically been formed based on discussion of personal and often emotionally-laden material



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(Cavanagh & Grant, 2004). However, it is important for both coach and client to recognize that coaching is ultimately a professional relationship, not a personal one.

The coach's role is to prepare the client for the termination phase from the beginning of the coaching engagement. After all, one key aim of coaching is that the client becomes their own coach!

The ICF has provided a clear definition of coaching: Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

Definitions of Coaching

1. "Coaching is directly concerned with the immediate improvement of performance and development of skills by a form of tutoring or instruction." (Parsloe, 1992)
2. "Unlocking a person's potential to maximize their own performance. It is helping them to learn rather than teaching them." (Whitmore, 1992)
3. "A collaborative, solution focused, result-orientated and systematic process in which the coach facilitates the enhancement of work performance, life experience, self-directed learning and person growth of the coachee." (Grant, 2001)
4. "The art of facilitating the performance, learning and development of another." (Downey, 1993)
5. [Co-active] coaching is "a powerful alliance designed to forward and enhance a life-long process of human learning, effectiveness and fulfilment." (Whitworth et al., 1998)
6. "Psychological skills and methods are employed in a one-on-one relationship to help someone become a more effective manager or leader. These skills are typically applied to a specific present-moment work-related issues . . . in a way that enable this client to incorporate them into his or her permanent management or leadership repertoire." (Peltier, 2010)
7. "A Socratic based dialogue between a facilitator (coach) and a participant (client) where the majority of interventions used by the facilitator are open questions which are aimed at stimulating the self-awareness and personal responsibility of the participant" (Passmore and Fillery-Travis, 2011)..
8. A "reflective process between coaches and coachees which helps or facilitates coachees to experience positive behavioural changes through continuous dialogue and negotiations with coaches to meet coachees' personal or work goals." (Lai, 2014).
9. "A helping relationship formed between a client who has managerial authority and responsibility in an organization and a consultant who uses a wide variety of



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behavioural techniques and methods to help the client achieve a mutually identified set of goals to improve his or her professional performance and personal.” (Kilburg, 1996, p 142)

10. “A human development process that involves structured, focused interaction and the use of appropriate strategies, tools and techniques to promote desirable and sustainable change for the benefit of the coachee. . . .”(Bachkirova et al., 2010, p. 1)

It is useful to distinguish coaching from similar activities.

Mentoring

Mentoring is when a senior colleague, seen as more knowledgeable and worldly-wise gives advice and provides a role model. Mentoring involves wide ranging discussions that may not be limited to the work context. A mentor is a sponsor with great professional experience in their client’s field of work. Both mentoring and coaching are concerned mainly with achievements in the present and the future.

Coaching and mentoring are often considered to sit on a continuum. Both coaching and mentoring are concerned with personal and professional development

In this sense, mentoring may be better regarded as a form of tutelage, where a more senior, or experienced, mentor shares their knowledge and insights with a more junior or less experienced mentee about how to improve in a specific job, role, vocation or organization.

Some writers have suggested workplace mentoring involves a relationship between a less experienced individual (protégé) and a more experienced person (the mentor), where the purpose is the personal and professional growth of the protégé (Eby, Rhodes, & Allen, 2007, p. 16). The mentor may be a peer at work, a supervisor, someone else within the organization, but someone who is outside of the protégé’s chain of command. Others have argued that coaching also differs from mentoring in its use of structured processes, such as the use of coaching models like GROW, and the use of specific tools and assessments, to provide awareness in the client (Joo, 2005).

A further difference is the length of the relationship. While coaching assignments are more frequently completed in several months, mentoring relationships often continue over several years (Passmore, 2016).

Finally, in terms of purpose, while the main purpose of workplace coaching is considered to be on improving performance or wellbeing through self-awareness and learning, the purpose of mentoring varies widely from socialization of newcomers to management development (Joo, 2005).



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Coaches need to be cautious not to be drawn in to mentoring relationships when they have contracted to deliver coaching. Specifically, coaches should be wary of being drawn into a long-term relationship, where the coach creates a dependency in the client, leading to a coaching relationship that continues for years not months.

Counseling

Counseling is working with a client who feels uncomfortable, or dissatisfied with their life. They are seeking guidance and advice. A counselor works remedially on a client's problem.

Therapy

Therapy is working with the client who seeks relief from psychological or physical symptoms. The client wants emotional healing and relief from mental pain. Therapy deals with the client's mental health. Coaching deals with the client's mental growth. The client's motive for entering therapy or counseling is usually to get away from pain or discomfort, rather than moving towards desired goals. Coaching is not remedial, it is generative. Both therapy and counseling are more likely to involve understanding and working with past experience than coaching.

Training

Training is the process of getting knowledge skills or abilities by study, experience or teaching. The trainer by definition is the expert, and the training course is likely to be targeted on specific skills for immediate results. Training is also likely to be one to many rather than one to one.

Consultancy

A consultant provides expertise and solves business problems, or develops a business as a whole. A consultant deals with the overall organization or specific parts of it and not individuals within it. Consultants only indirectly affect individuals.

Teaching

Teaching passes knowledge from teacher to student. The teacher knows something the student does not. The opposite is true in coaching. The client is the expert and the client has the answers, not the coach.



Preparing for Coaching and Creating Inner Space

As a coach, preparing for coaching is essential to ensure that when you enter your session you are tuned in to your client and can focus entirely upon them without being distracted.

Preparation doesn't mean that you are going to plan exactly what you say and where you will take the coaching session, after all the questions you ask will be a response to what the coachee raises in the session. However, there is some physical and some mental preparation you might find helpful.

'Creating inner space' is a term used to describe the process of clearing your mind of thoughts, emotions, experiences and opinions so there is space in your mind to receive and process new information.

By creating inner space, you will focus more fully on your client in the session, listen more effectively and help them work to their agenda rather than your own.

Preparing for Coaching Tips

- Off-load everything on your mind onto a piece of paper, including outstanding task for the day, prior to your session. You can relax in the knowledge you have a reminder of what needs to be done rather than trying to keep it in mind while coaching.
- Remove any potential distractions for example switch off your computer, tidy the room around you or remove yourself to a space which holds no distractions for you.
- Some people find meditation helps clear the mind if time permits. Use the bathroom (and make sure you don't drink excessive fluids before the session!)
- Gather and re-read notes from previous sessions – this is a great way to help you tune back into your client.
- Make a note of any actions which your client will be expecting to review from the previous session.
- Have to hand any coaching tools you may use in the session.
- Have plenty of paper and spare pens to hand for note taking.
- Have your diary to hand to book/confirm the next session.



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