

Session 7: What is coaching?

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Today we are exploring

- Different definitions of coaching in different contexts
- Overview of coaching, mentoring, counselling therapy and training – meaning and examples
- Knowledge, skills and behaviours involved

Definitions of coaching: Association for Coaching

Personal Coaching "A **collaborative solution-focused**, **results-orientated and systematic process** in which the coach facilitates the enhancement of work performance, life experience, self-directed learning and personal growth of the coachee."

Speciality Coaching “As for personal coaching, but the **coach is expert in addressing one particular aspect of a person’s life** e.g. stress, career, or the coach is focused on enhancing a particular section of the population e.g. doctors, youths.”

Team and Group Coaching “As for personal coaching, but the **coach is working with a number of individuals** either to achieve a common goal within the group, or team to develop high performance.”

Definitions of coaching: Association for Coaching

Executive Coaching "As for personal coaching, but it is specifically focused at **senior management** level where there is an **expectation for the coach to feel as comfortable exploring business related topics**, as personal development topics with the client in order to improve their **personal performance**."

Organizational Coaching "As for personal coaching, but the specific remit of a corporate coach is to focus on **supporting an employee, either as an individual, as part of a team and/or organization** to achieve improved **business performance and operational effect**iveness"

https://www.associationforcoaching.com/page/CoachingDefined

Definitions of coaching: International Coaching Federation

ICF defines coaching as **partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.**

The process of coaching often **unlocks previously untapped sources of imagination, productivity and leadership**.

We all have goals we want to reach, challenges we're striving to overcome and times when we feel stuck. **Partnering with a coach can change your life**, setting you on a path to greater personal and professional fulfilment.

https://coachingfederation.org/about

What these definitions mean for us on this course

You get to choose your focus!

- There is flexibility
- You can move between specialisms
- You can get more qualified in certain areas
- You can progress even once you are qualified

Definition of mentoring

"**A mentor is a more experienced individual** willing to share knowledge **with someone less experienced** in a relationship of mutual trust" - David Clutterbuck

A mentor is…"**an accomplished and experienced performer** who takes a special, personal interest in **helping to guide and develop a junior or more inexperienced person**". - Stephen Gibb

"**A mentor should have the qualities of experience, perspective and distance,** challenging the mentee and using candour to force re-examination and reprioritisation **without being a crutch**". - Christopher Conway

http://www.coachingnetwork.org.uk/information-portal/Articles/ViewArticle.asp?artId=54

Difference between coaching and mentoring

Coaching	Mentoring
Non-directive, with the coachee's agenda at the heart of it	Directive, with the mentor's personal experience being at the heart of it
Focused on a particular knowledge, skill or activity for a set time	Focused on progression in a particular direction over time
Time and space for the coachee to reflect	Mentor has their experience which they are sharing with the mentee
Develop sustainable strategies the coachee can use themselves	Mentor teaches the mentee what they need to know over time

Definition of counselling

Counselling is a **talking therapy that involves a trained therapist** listening to you and helping you find ways to **deal with emotional issues.**

Sometimes the term "counselling" is used to refer to talking therapies in general, but counselling is also a type of therapy in its own right.

https://www.nhs.uk/mental-health/talking-therapies-medicine-treatments/talking-therapies-and-counselling/counselling/

Difference between coaching and therapy

Coaching	Therapy
Non-directive, with the coachee's agenda at the heart of it	Non-directive, with the coachee's agenda at the heart of it
Focused on a particular knowledge, skill or activity for a set time	Focused on particularly challenging emotions resulting from trauma
Time and space for the coachee to reflect	Therapist supports client to better understand their emotions
Develop sustainable strategies the coachee can use themselves	Client is more able to manage own emotions

Definition of training

Training is an **instructor-led, content-based intervention** designed to develop skills or change behaviour.

https://www.cipd.org/uk/knowledge/factsheets/learning-methods-factsheet/#what-are-learning-methods

Example: First aid training

Difference between coaching and training

Coaching	Training
Non-directive, with the coachee's agenda at the heart of it	Directive, with the instructor having specific information they impart
Focused on a particular knowledge, skill or activity for a set time	Focused on a particular knowledge, skill or activity for a set time
Time and space for the coachee to reflect	Specific learning may be assessed to demonstrate progression
Develop sustainable strategies the coachee can use themselves	Learner able to do specific activity following input

Knowledge coaches need

- What coaching is and what it isn't
- Ethical guidelines that apply to coaching
- What knowledge, skills and experience they need
- How to safely set up a coaching relationship
- Coaching models and approaches to use in sessions
- What to do when the coach or coachee have a challenge
- How to manage the end of the coaching relationship
- Belief in the process

Skills coaches need

- How to build rapport
- Listening skills
- Empathy
- How to give feedback
- How to set and review appropriate goals
- Motivational skills
- Confidence building skills

Behaviours coaches need

- Positive and enthusiastic
- Trusting and patient
- Focused and observant
- Respectful and clear
- Confident and assertive
- Persistent and supportive