

Are You Ready to Be Coached?

Organizations who want to help employees overcome challenges or develop critical skills often turn to coaching for one-on-one career development assistance. Coaching can be an effective choice for developing leadership, conflict resolution, and other executive management skills. The more you advance on the job, the more individualized your training and development must become. However, in order for the coaching to be effective, the coachee, must be interested and open to being coached.

What to Expect from Coaching

Coaching is different than traditional learning and training. It uses a collaborative, problem-based approach and emphasizes more equality between the coach and the coachee. Coaching uses adult learning principles with the coach guiding and supporting you.

A coach can help you to:

- Figure out where you are and where you want to go
- Reflect on what hasn't worked
- Determine how to get where you want to be
- Set goals and objectives
- Put what you've learned into practice in the workplace

The Importance of Forming a Collaborative Alliance

In order to be successful, a collaborative alliance must exist between the coach, coachee, and organization. The coach and other stakeholders such as human resources or your manager should establish clear objectives and goals for the coaching initiative. A separate goal setting meeting with the coachee also takes place in alignment with the initiative's objectives and goals.

Though other stakeholders are involved in the process, your actual one-on-one coaching sessions are confidential unless otherwise agreed upon. For example, your manager may be aware of the goals and objectives of your coaching program; however, the specific details of how you reach those goals and objectives are between you and the coach. The coach may share basic information (such as attendance record and level of engagement in the process as well as how many sessions have been completed and if additional sessions are

recommended) but won't expose grievances shared by the coachee or other confidential discussions.

Three-way collaboration is vital to the success of a coaching program. All stakeholders must be invested in the process. Though coaching can be used to address performance issues, it should not be viewed as a disciplinary process or it will likely not work. Whether initiated for advancement or to address performance issues, coaching is a process that can help to develop your potential.

"You cannot teach a man anything.

You can only help him discover it within himself."

- Galileo

What to Bring to Coaching

As part of the three-way structure of collaboration, you need to do your part in order to make coaching successful. Start by adopting a positive attitude toward the coaching program. Wayne Dyer once said, "If you change the way you look at things, the things you look at change." For example, if you feel that coaching is being imposed upon you unfairly, change the way you look at it by considering it an opportunity rather than an obligation.

Next, commit to making it work. According to an article by Nancy Hatch Woodward, (*Woodward n.d.*) coaches aren't brought in to address remedial issues; they're brought in to facilitate a positive change. They are objective guides who take a holistic view that includes work, corporate, career, and personal needs. Take personal ownership of the coaching program and give it a chance to work.

Finally, give coaching time to work. It will likely be harder than expected and it will take time to reach your goals.

Coaching is a collaborative process. Are you ready to make your coaching program a success? For more information, visit www.morneaushepell.com/workplacelearning or email at workplacelearning@morneaushepell.com

Sources:

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Adele Estrela is an accomplished Consultant with professional experience in training, organizational development and mental health.

Adele primarily consults with clients around issues such as workplace harassment and bullying, conflict in the workplace, mediations, coaching, workplace assessments and workplace investigations. In addition, she is the designated consultant for high profile Morneau Shepell customers for conflict resolution and workplace restoration.

Adele obtained her Honours Bachelor of Arts, from York University in Psychology. She received her Masters of Education with a specialization in Workplace Learning and Change as well as her Adult Training and Development from The Ontario Institute for Studies in Education from the University of Toronto (OISE/UT). Her PhD was completed in 2013 and focused on the impacts of parental support on emerging adults' transition from high school to university and their psychosocial well-being. Adele is continuously expanding on her skills and applying innovative ways to assist and support clients.