



Want to Improve your Company's Game?

Invest in Employee Coaching

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Call to mind an athlete you admire. Take a few moments to imagine them in action.

What stands out for you? What do they contribute to the team? In what way are they 'great?'

Now imagine the last time your player was in a slump. What was that like for them? For the team?

Now, recall a time they took their game to the next level. What became possible? What impact did it have?

COMPARING COACHING IN BUSINESS AND SPORTS

Few people expect athletes to improve exponentially without a coach. From peewee to professional, teams count on coaches to help players review and reflect on performance, develop new habits, practice techniques, leverage resources, and set stretch goals. **The best coaches ask good questions.** Their players learn how to learn, developing the physical and mental agility they'll need when the game gets tough, on or off the field.

In these ways, business, executive, and life coaches are similar to sports coaches. They differ in that they don't exercise directive authority. Employee coaches do not hire, fire, or promote; nor do they manage their clients' performance. Instead, they co-create a relationship with their client to support performance at a higher level.

WHY COACHING?

All of us can improve. Whether we're stuck or in the flow, there's room to lift up our game. Like elite athletes, most of us benefit from help to be at our best. Coaching provides an opportunity for a leader to design how they will show up as a better version of themselves.

WHAT IS COACHING?

Coaching is a powerful process of discovery and action rooted in empowerment. It supports movement and change from where a person is to where they want to be. Coaching conversations unlock and unleash potential by facilitating internal awareness resulting in external effectiveness. According to the International Coaching Federation (ICF), coaches “partner with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.” www.coachfederation.org

WHAT ISN'T COACHING?

- ⊗ Coaching isn't management. It doesn't replace the important advice, direction and support a manager provides.
- ⊗ Coaching isn't consulting. Coaches don't tell people what to do or provide a list of actions to take. Clients come up with their own action plans with their coach's support.
- ⊗ Coaching isn't counselling or therapy. Coaching deals primarily with the present and the future, and focuses on solutions.
- ⊗ Coaching isn't reductive. In coaching, clients are viewed as capable of arriving at new insights as to how to conduct their work , live their life, and put insights into action.

WHAT IS THE COACH'S ROLE?

A coach partners with an employee in a co-creative process that supports her or him in maximizing personal and professional potential. A coach serves as a resource, sounding board, and trustworthy ally in a client's personal and professional growth. The Coaching Agreement underscores a coach's commitment to the client and to the ICF Code of Ethics; available at www.coachfederation.org.

WHAT IS THE EMPLOYEE'S ROLE?

In putting coaching to work, an employee (coachee) must be fully present, courageous and as clear as possible about what they want from a session. The coachee states their needs, providing feedback as to what they find helpful. They welcome a variety of questions, tools and techniques, and allow the coach to do their job. Between sessions, coachees reflect on and implement the strategies they designed and committed to with their coach.



WHAT IS THE EMPLOYER'S ROLE?

As sponsor, an employer explicitly supports the development of a coaching culture in the workplace. Having invested in coaching, a sponsor can expect the coach and client to be fully engaged. The sponsor acknowledges the coach will:

- Treat coaching conversations and sponsor information as confidential
- Not make written or verbal reports about coaching content
- Provide invoices detailing session dates and duration
- Provide sessions during work hours.

While coachees are free to share what they wish with their employer, they are not expected to share subject matter or content of the coaching sessions.

WHO IS A CANDIDATE FOR COACHING?

As business owners, we support coaching for high-potential and high-performing individuals. We identify motivated employees with significant responsibility and pinpoint those likely to lead in the future. This includes senior staff committed to improvement and junior leaders who would benefit from a partner for performance.

WHAT TOPICS DOES COACHING COVER?

A coachee sets the agenda for their coaching session, focusing on an area that is timely and important for them. Common foci include leadership, skills development, wellbeing, job performance, goal setting, creativity, decision-making, and significant relationships. Growth in one area tends to have a halo effect on other areas. For example, if a coachee explores conflict arising on their team, they typically become more skillful at navigating conflict in their personal relationships.

RETURN ON COACHING INVESTMENT

In an age of rapid change, coaching can be the 'secret sauce' that helps your employees be agile, engage, innovate and lead. A global survey of coaching clients conducted by PriceWaterhouseCoopers concluded **"the mean ROI for companies investing in coaching was 7 times the initial investment, with over a quarter reporting an ROI of 10 to 49 times."** (Matt Symonds, Forbes.com, quoting the ICF Global Coaching Client Study)

In our experience, clients and their sponsors also report:

- Deeper awareness and insight, expanded creativity and resourcefulness
- Increased perspective, maturation, and understanding of their leadership
- Expanded circle of influence on team and company culture
- Enhanced communication, focus, decision-making, and performance
- Increased satisfaction and impact in personal and professional life
- Improved job performance, and achievement of professional and organizational goals.

ORGANIZATIONAL IMPACT OF COACHING



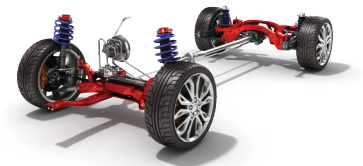
Platinum Leadership
Business Alignment
Model®

To understand the power of coaching, imagine your business as a car. Four wheels keep the organization on track, namely, leadership, strategy, vision, and culture. When these four wheels are aligned, you're more likely to arrive at your goal.

Coaching helps those who drive your firm be at their best. It is one of the most proactive investments you can make to encourage excellence. As you refine the balance and alignment of your firm's **leadership**, your company **culture** will improve. This helps your entire workforce implement **strategy** in pursuit of **vision**. Team and system coaching provide additional ways of bringing balance and alignment into your organization by accessing the four wheels at the same time.

Reflection Questions

- Which of our employees would benefit most from the services of a coach?
- What difference would it make to the company if these employees were to maximize their potential?
- How could having a coach help me personally, or support other senior leaders?
- What new levels of leadership, performance, and strategic execution could be unleashed in our firm if we were to offer coaching?



Visit platinumleadership.com for further ideas to put coaching to work with your team members.

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