



# Coaching Concepts

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# What is “Coaching”?



- Coaching is the skill of providing ongoing and specific feedback in a supportive manner for employee learning, development and improvement.
- A process aimed at exerting a positive influence to improve the behavior or performance of a person.

# Why Coaching ?



In some organizations, coaching is still seen as a corrective tool, used only when things have gone wrong. However, effective coaching provides structure and support to meet agency goals and standards. It is a positive approach to help individuals improve their performance and achieve full potential.

# Benefits of Coaching:



- **Main benefits of coaching to recipient**

- Improves communication
- Generates improvements in individuals performance/targets/goals
- Increased openness to personal learning and development
- Helps identify solutions to specific work-related issues
- Greater ownership and responsibility
- Developing self-awareness
- Improves specific skills or behavior

- **Main benefits of coaching to the organization**

- Allows fuller use of individual's talents/potential
- Demonstrates commitment to individuals and their development
- Higher organizational performance/productivity/quality/call handle time
- Increased creativity/learning/knowledge
- Increases morale
- Facilitates the adoption of a new culture/management style



# Obstacles

- Lack of time
- Lack of opportunity
- Lack of confidence in skills
- Lack of organizational support
- Fear that team members won't accept coaching



# Tower Activity



## Formal Coaching

A useful metaphor for Formal coaching is to establish a roadmap



- Concise and Concrete
- Scheduled appointments
- Program with beginning and end
- Start with a plan of action to help establish goals
- Establish where they currently are
- Explore various options to meet the task/goal journey
- Establish commitment to making the journey and prepare for the conditions and obstacles they may be challenged with

\* Coaching Models

## Informal Coaching

Sometimes you need to react quickly to situations and issues, and that's where you can adopt a more informal approach to coaching.



- Everyday workplace conversations
- Ongoing process, a style of management
- Use informal moments to make the best use of time
  - Sitting in the break room
  - Passing through their station
  - You could also use time at the end of a meeting that ends early
- The spirit of informal coaching is to be spontaneous, efficient, and professional.



# Chair Side

Used to observe the environment or ways to better motivate the agent.



- Chair Side coaching can help determine an agent's motivation level for performing the roles and responsibilities he/she was hired to do.
- Chair Sides are useful in developing specific skills
- Provide on the spot feedback
- Observe performance
- Provides valuable insight and information on call center trends

# Coaching with IM

(Instant messaging)



- When used correctly, IM can increase productivity by reducing the time spent on the phone, or writing emails.
- IM can be less disruptive than a phone call.
- Provides instant feedback when observing calls.
- Keep people up-to-date with your general availability if they need to get a hold of you.
- IM is an excellent way to communicate with telecommuting staff.
- IM can be used to disperse information or tasks to teams, especially when people are spread out in several departments or locations.
- IM software has the potential to keep a history of the conversation.

# Peer to Peer Coaching



- This type of coaching can be a powerful tool and provides a sound board for employees to discover and identify solutions.
- Experienced staff shares valuable knowledge and resource information for new hires
- Peer to Peer coaching provides an environment of trust
- You obtain greater buy-in
- Builds on self esteem
- Promotes a positive learning environment
- It allows experienced staff to model desired performance

# Remote Coaching

The term used for any coaching interaction that does not take place face-to-face. This can therefore include video coaching (Skype), phone coaching and coaching that might take place through email or other messaging formats.



- Keep the lines of communication open
  - Time efficient: Sessions are typically shorter and more frequent
  - Cultivates self-examination and critical thinking
  - Remote coaching can be a blend of telephone, IM, Skype, email, etc...
- \* Note : Consider the information to be discussed and determine the best source of communication to be used

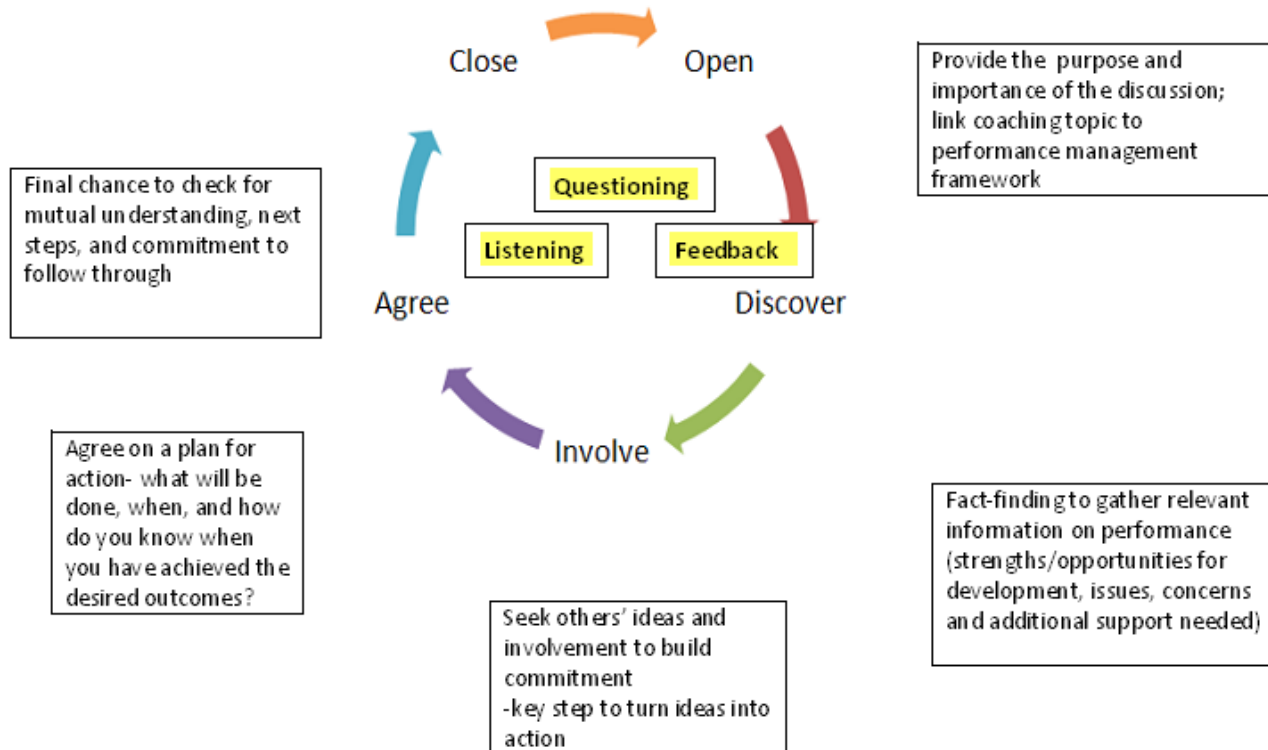
## Characteristics of an effective Coach



- Is a master at asking questions and reflecting information
- Actively Listens and paraphrases
- Resists the urge to provide answers and leads employees to explore and discover answers for themselves.
- Is consistent and follows up
- Encourages feedback
- Provides constructive feedback on performance
- Looks for opportunities to praise good performance
- Is a positive role model
- Builds on the strengths of employees and refines weak ones
- Treats everyone with respect, consideration, and fairness

# The Coaching Conversation Process

## Coaching Conversation Process





# Role Play- Exercise