

Coaching

Coaching Skills

To be an effective coach requires a number of key skills:



Open questions

Open questions help to stretch our thinking, they help identify problems faster, develop skills and encourage autonomy. E.g. 'Have you decided what to do?' vs 'How will you make the decision?'



Challenge and support

Challenge can help us to test out ideas, question assumptions and uncover deeper understanding. However, this needs to be balanced with providing support; assuring the person feels heard and understood.



Active listening

At one level listening conveys respect and builds psychological safety. But also, when we are truly listened to we can uncover a deeper level of understanding.



Growth mindset

Conveying that we believe in the other person's potential to resolve their problems or reach their goals is key to a successful coaching interaction.



Silence

Silence is necessary to help give people space to think things through. Using silence also helps us as coach to avoid falling into the trap of problem solving and giving advice.



Establishing accountability

For coaching to be effective, the insights gained need to translate into concrete action.

GROW Model

The GROW Model is a simple but powerful framework for planning to achieve goals. It has four steps that you can use to help your direct report to articulate their **G**oal, describe their current situation (**R**eality), brainstorm **O**ptions and articulate an action plan (**W**rap up).

Goal

What would you like to discuss?
What is your goal?
What is your ideal scenario?
If you achieved that what will be the result?
When you hear yourself saying this, what are you thinking now?
Out of 10, how important is this to you?



Reality

What is the current situation right now?
What is getting in the way?
What else is relevant?
Who else is relevant?
What are your thoughts/feelings about that?
What needs to happen before you will do something about your situation?



Options

What could you do to reach your goal?
What else? (x3 – really stretch them to think of more options)
What other options are there?
If our roles were reversed, what would you advise me to do?
What were those options again?
Listening to those options, which one seems the best option?



Wrap up

What are your next steps?
Specifically, when will you take these actions?
What support do you need?
What might get in the way?
What do you need to do to overcome that?
Out of 10, how committed are you to doing this?
(If less than 10) What would it take for you to get to 10?



Top tip: The GROW model does not always run sequentially. As a coach you may need to move through G, R then back to G then R and O then back to R before moving through O and W.