

VALUE ADDING

How coaching adds value to business and life!

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Kate Ramsay and the AnD Associate Coaches welcome you to our staying in touch newsletter.

The theme of this edition is coaching. To set the scene, in **Learning Moments** is some research evidence on coaching. In **Did You Know?** are some of the positive and less positive reasons for the current growth in the use of coaching in business, and there is a testimonial from a recent Learning Retreat client about the value she gained from coaching. **A Good Read** recommends a manual on how to get the best out of yourself and others through coaching. And this edition ends with an invitation for you to have a complimentary Leadership Coaching session.

Learning Moments

Coaching research

- Coaching defined

From many definitions of coaching we have chosen that of Stober, D. & Parry, C. (2003) because it puts a focus on the client as a self-directed learner with the coach acting as a facilitator of the client's self-discovery:

Coaching is a collaborative process of facilitating a client's ability to self-direct learning and growth, as evidenced by sustained changes in self-understanding, self-concept and behaviour.

Earlier research is congruent with this definition. De Shazer (1986) found that the most powerful coaching occurs when the relationship between the coach and the client is one of:

Collaboration and facilitation .. the joining with, working together, cooperating, rather than using techniques, strategies and other clever manoeuvres.

- Factors impacting the effectiveness of coaching

McGovern et al (2001) looked at a range of factors that impact on coaching and rated their importance as follows:

Coach/participant relationship 87%

Quality of the feedback	62%
Quality of the assessment	57%
The participant's commitment	51%
Manager's support	43%

- The impact of coaching on business

McGovern et al (2001) also rated the positive effects of coaching on business:

Tangible Impacts

Productivity	53%
Quality and organisational strength	48%

Intangible Impacts

Improved relationships – direct reports	77%
Improved relationships – stakeholders	71%
Improved teamwork	67%
Improved relationships – peers	63%
Improved job satisfaction	61%
Reduced conflict	52%

In summary, these researchers found that the client as a self-directed learner, the coach as a facilitator and the quality of the relationship between the client and their coach are the primary factors that will provide the most powerful learning experience for the client and result in a range of positive outcomes for their organization.

Did You Know?

- Some reasons for the current growth in executive coaching

In her PhD thesis titled Contributions of Systems Psychodynamic Theory to the Development of Professional Executive Coaching Practice (2004) Dr Anne Hartican explores some of the reasons for the current growth in the use of executive coaching. In her research for this thesis Hartican conducted in-depth interviews with executive coaches and coaching clients as the method for her data collection.

From her interviews Hartican found that some of the practical reasons for the growth in executive coaching are:

- *A recognition and acceptance of the value of professional development for senior managers.*

- *A recognition of the importance of good people management skills to organisational performance.*
- *Difficulties with ‘public learning’ or the situation or development need lends itself to a private, focused, one-on-one intervention.*
- *Changes in career structures and an emphasis on self-responsibility in career management.*
- *Retention of executives.*

Further, Hartigan found that some of the less acknowledged reasons for the growth in executive coaching – that seem to say more about some of the less positive aspects of the current business culture, than about coaching itself - are:

- *Breakdown in peer support resulting from the strengthening of a culture of individualism.*
- *Narcissism and internal competition arising from the struggle for corporate survival.*
- *Breakdown in management/supervisory support and outsourcing of traditional management functions.*

Hartigan’s thesis is a thought provoking work on executive coaching in the current business climate that includes a warning about the danger of the over-use of coaching. She has kindly agreed for AnD to forward a copy to anyone who is interested in reading it. To have a copy sent to you, contact Kate Ramsay at kate@andconsulting.org or on 0418 164 260.

- **The value of coaching – a testimonial**

In April, Helen Zimmerman, Group Managing Director of ACL, visited Byrongerry in the hills inland from Byron Bay for a Learning Retreat (www.andconsulting.org). She had this to say about the value of the retreat and the coaching she received while there:

It’s been a time of relaxation and insight. From the moment of driving through the rainforests leading to Byrongerry I felt the tensions slipping away. Just ‘to be’ has been fantastic. The purposeful clear and affirming coaching has been just what I needed. It is such a relief to gain clear intention!

A Good Read

Coaching with NLP – How to be a Master Coach

by Joseph O’Connor and Andrea Lages (Element – an imprint of HarperCollins. London. 2004) is, as the cover promises, a “practical guide to getting the best out of yourself and others”.

The book reminds us that coaching began in the sports arena, but is now a process that is being used in many areas of life. It describes coaching as a generative process given that it focuses on the present and the future with the purpose of gaining understanding and taking action.

The book lists the five main areas of specialisation for coaching as:

- *Business coaching*
- *Executive coaching*
- *Career coaching*
- *Life coaching*
- *Sports coaching,*

and the three key areas of coaching as:

- **Goals:** *focusing on what you want and how to achieve it.*
- **Values:** *knowing what is important to you and living your values in achieving your goals.*
- **Beliefs:** *challenging limiting beliefs by giving tasks that provide feedback.*

The book is reader friendly with practical exercises following each area of theory – it is well worth a read for those new to coaching and for those wanting to polish up their coaching practice.

AnD’s Coaching Services

We call AnD’s core coaching service Leadership Coaching. It is targeted at leaders who we define as anyone who wants to be the very best that they can be both at work and at play. In essence our coaching services provide clients with the opportunity for clarity, insight and solutions with a focus on not only the knowing and the doing of leadership but also on the art of being an effective leader.

If you have not already experienced coaching with an AnD Coach - or if you would like a reminder of how we work - please contact Kate on 0418 164 260 or at kate@andconsulting.org to make a time for a complimentary ‘taster’ coaching session.