

WHAT IS COACHING?

What is Coaching?

Coaching, The Process: Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. Professional coaches provide an ongoing partnership designed to help clients produce fulfilling results in their personal and professional lives. The coach's job is to provide support to enhance the skills, resources, and creativity that the client already has.

- Coaches help people improve their performances and enhance the quality of their lives.
- Coaches are trained to listen, to observe and to customize their approach to individual client needs.
- Coaches seek to elicit solutions and strategies from the client; they believe the client is naturally creative and resourceful.

Coaching, The Profession: Coaching is a distinct and self-regulating profession with its own unique set of skills, required training, purpose, and clearly defined standards of **competency** and **ethics**. The International Coach Federation is the global body that oversees the coaching profession by establishing professional standards, encouraging certification, providing development opportunities, and defining and supporting ethics.

Why Have A Coach?

Coaches are not just for athletes anymore. Everyone can benefit by having a coach.

Great athletes wouldn't think of going for the Olympics without a coach. They know that a coach will be there to observe, support, and point out ways to improve performance. A coach provides an ongoing supportive and challenging relationship that brings out your best. A coach gives you an edge, enabling you to go from being great to being a champion.

A coach can provide the same edge in your business and personal life. Coaching is for those who are interested in living their life to the fullest. It's the difference between making a living and being fully engaged in meaningful work that aligns with your life purpose.

Frequently Asked Questions About Coaching

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1. What Is Coaching?

Professional Coaching is a professional partnership between a qualified coach and an individual or team that supports the achievement of extraordinary results, based on goals set by the individual or team. Through the process of coaching, individuals focus on the skills and actions needed to successfully produce their personally relevant results.

The individual or team chooses the focus of conversation, while the coach listens and contributes observations and questions as well as concepts and principles which can assist in generating possibilities and identifying actions. Through the coaching process, the clarity that is needed to support the most effective actions is achieved. Coaching accelerates the individual's or team's progress by providing greater focus and awareness

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of possibilities leading to more effective choices. Coaching concentrates on where individuals are now and what they are willing to do to get where they want to be in the future. ICF member coaches recognize that results are a matter of the individual's or team's intentions, choices and actions, supported by the coach's efforts and application of coaching skills, approaches and methods.

2. What are the benefits of coaching?

Individuals who engage in a coaching relationship can expect to experience fresh perspectives on personal challenges and opportunities, enhanced thinking and decision making skills, enhanced interpersonal effectiveness, and increased confidence in carrying out their chosen work and life roles.

Consistent with a commitment to enhancing their personal effectiveness, they can also expect to see appreciable results in the areas of productivity, personal satisfaction with life and work, and the achievement of personally relevant goals.

3. How can you determine if coaching is right for you?

To determine if you could benefit from coaching, start by summarizing what you would expect to accomplish in coaching. When someone has a fairly clear idea of the desired outcome, a coaching partnership can be a useful tool for developing a strategy for how to achieve that outcome with greater ease.

Since coaching is a partnership, also ask yourself if you find it valuable to collaborate, to have another viewpoint and to be asked to consider new perspectives. Also, ask yourself if you are ready to devote the time and the energy to making real changes in your work or life.

If the answer to these questions is yes, then coaching may be a beneficial way for you to grow and develop.

4. What are some typical reasons someone might work with a coach?

There are many reasons that an individual or team might choose to work with a coach, including but not limited to the following:

- There is something at stake (a challenge, stretch goal or opportunity), and it is urgent, compelling or exciting or all of the above
- There is a gap in knowledge, skills, confidence, or resources
- A big stretch is being asked or required, and it is time sensitive
- There is a desire to accelerate results
- There is a need for a course correction in work or life due to a setback
- An individual has a style of relating that is ineffective or is not supporting the achievement of one's personally relevant goals
- There is a lack of clarity, and there are choices to be made
- The individual is extremely successful, and success has started to become problematic
- Work and life are out of balance, and this is creating unwanted consequences
- One has not identified his or her core strengths and how best to leverage them
- The individual desires work and life to be simpler, less complicated
- There is a need and a desire to better organized and more self-managing

5. What has caused the tremendous growth in the coaching industry?

Coaching has grown significantly for many reasons. Generally the world has changed a lot, and coaching is a useful tool to deal with many of those changes. For example, coaching is a great tool for today's challenging

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job market. There is more job transition, more self-employment and small business. Some of the real life factors include:

- Rapid changes in the external business environment
- Downsizing, restructuring, mergers and other organizational changes have radically altered what has been termed the “traditional employment contract”—companies can no longer achieve results using traditional management approaches
- There is a growing shortage of talented employees in certain industries—to attract and retain top talent, companies must commit to investing in individuals’ development
- There is a widening disparity between what managers were trained to do and what their jobs now require them to do in order to meet increasing demands for competitive results
- There is unrest on the part of many employees and leaders in many companies—people are wrestling with fears around job insecurity and increased workplace pressures to perform at higher levels than ever before.
- Companies must develop inclusive, collaborative work environments, in order to achieve strategic business goals, and to maintain high levels of customer satisfaction

In addition, individuals who have experienced the excellent results of coaching are talking to more people about coaching.

In short, coaching helps people focus on what matters most to them in life: business and personal. People today are more open to the idea of being in charge of their own lives. Coaching helps people do just that; so the industry continues to grow.

6. How is coaching delivered? What does the process look like?

The Coaching Process—Coaching typically begins with a personal interview (either face-to-face or by teleconference call) to assess the individual’s current opportunities and challenges, define the scope of the relationship, identify priorities for action, and establish specific desired outcomes. Subsequent coaching sessions may be conducted in person or over the telephone, with each session lasting a previously established length of time.

Between scheduled coaching sessions, the individual may be asked to complete specific actions that support the achievement of one’s personally prioritized goals. The coach may provide additional resources in the form of relevant articles, checklists, assessments, or models, to support the individual’s thinking and actions. The duration of the coaching relationship varies depending on the individual’s personal needs and preferences.

- **Assessments**—A variety of assessments are available to support the coaching process, depending upon the needs and circumstances of the individual. Assessments provide objective information which can enhance the individual’s self-awareness as well as awareness of others and their circumstances, provide a benchmark for creating coaching goals and actionable strategies, and offer a method for evaluating progress.
- **Concepts, models and principles**—A variety of concepts, models and principles drawn from the behavioral sciences, management literature, spiritual traditions and/or the arts and humanities, may be incorporated into the coaching conversation in order to increase the individual’s self-awareness and awareness of others, foster shifts in perspective, promote fresh insights, provide new frameworks for looking at opportunities and challenges, and energize and inspire the individual’s forward actions.

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- **Appreciative approach**—Coaching incorporates an appreciative approach. The appreciative approach is grounded in what's right, what's working, what's wanted, and what's needed to get there. Using an appreciative approach, the coach models constructive communication skills and methods the individual or team can utilize to enhance personal communication effectiveness. The appreciative approach incorporates discovery-based inquiry, proactive (as opposed to reactive) ways of managing personal opportunities and challenges, constructive framing of observations and feedback in order to elicit the most positive responses from others, and envisioning success as contrasted with focusing on problems. The appreciative approach is simple to understand and employ, but its effects in harnessing possibility thinking and goal-oriented action can be profound.

7. What should someone look for when selecting a coach?

The most important thing to look for in selecting a coach is someone with whom you feel you can easily relate to and create the most powerful coaching partnership. Here are some questions you may want to ask prospective coaches:

- What is your coaching experience? (number of individuals coached, years of experience, types of situations)
- What is your coach specific training? Do you hold an ICF Credential, or are you enrolled in an ICF Accredited Training Program?
- What is your coaching specialty or client areas you most often work in?
- What specialized skills or experience do you bring to your coaching?
- What is your philosophy about coaching?
- What is your specific process for coaching? (how sessions are conducted, frequency of sessions, etc.)
- What are some coaching success stories? (specific examples of individuals who have done well and examples of how you have added value)

8. How long does a coach work with an individual?

The length of a coaching partnership varies depending on the individual's or team's needs and preferences. For certain types of focused coaching, 3 to 6 months of working with a coach may work. For other types of coaching, people may find it beneficial to work with a coach for a longer period.

Factors that may impact the length of time include: the types of goals; the ways individuals or teams like to work; the frequency of coaching meetings; and financial resources available to support coaching. According to the International Coach Federation survey, the duration of a coaching relationships average around 9 months.

9. How do you ensure a compatible partnership?

Overall, be prepared to design the coaching partnership with the coach. For example, think of a strong partnership that you currently have in your work or life. Look at how you built that relationship and what is important to you about partnership. You will want to build those same things into a coaching relationship. Here are a few other tips:

- Have a personal interview with one or more coaches to determine "what feels right" in terms of the chemistry. Coaches are accustomed to being interviewed, and there is generally no charge for an introductory conversation of this type
- Look for stylistic similarities and differences between the coach and you and how these might support your growth as an individual or the growth of your team

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- Discuss your goals for coaching within the context of the coach's specialty or the coach's preferred way of working with a individual or team
- Talk with the coach about what to do if you ever feel things are not going well; make some agreements up front on how to handle questions or problems
- Remember that coaching is a partnership, so be assertive about talking with the coach about anything that is of concern at any time.

10. Within the partnership, what does the coach do? The individual?

The role of the coach is to provide objective assessment and observations that foster the individual's or team members' enhanced self-awareness and awareness of others, practice astute listening in order to garner a full understanding of the individual's or team's circumstances, be a sounding board in support of possibility thinking and thoughtful planning and decision making, champion opportunities and potential, encourage stretch and challenge commensurate with personal strengths and aspirations, foster the shifts in thinking that reveal fresh perspectives, challenge blind spots in order to illuminate new possibilities, and support the creation of alternative scenarios.

Finally, the coach maintains professional boundaries in the coaching relationship, including confidentiality, and adheres to the coaching profession's code of ethics.

The role of the individual or team is to create the coaching agenda based on personally meaningful coaching goals, utilize assessment and observations to enhance self-awareness and awareness of others, envision personal and/or organizational success, assume full responsibility for personal decisions and actions, utilize the coaching process to promote possibility thinking and fresh perspectives, take courageous action in alignment with personal goals and aspirations, engage big picture thinking and problem solving skills, and utilize the tools, concepts, models and principles provided by the coach to engage effective forward actions.

What does coaching ask of an individual? To be successful, coaching asks certain things of the individual, all of which begin with intention....

- **Focus**—on one's self, the tough questions, the hard truths--and one's success
- **Observation**—the behaviors and communications of others
- **Listening**—to one's intuition, assumptions, judgments, and to the way one sounds when one speaks
- **Self-discipline**—to challenge existing attitudes, beliefs and behaviors and to develop new ones which serve one's goals in a superior way
- **Style**—leveraging personal strengths and overcoming limitations in order to develop a winning style
- **Decisive actions**—however uncomfortable, and in spite of personal insecurities, in order to reach for the extraordinary
- **Compassion**—for one's self as he or she experiments with new behaviors, experiences setbacks—and for others as they do the same
- **Humor**—committing to not take one's self so seriously, using humor to lighten and brighten any situation
- **Personal control**—maintaining composure in the face of disappointment and unmet expectations, avoiding emotional reactivity
- **Courage**—to reach for more than before, to shift out of being fear based in to being in abundance as a core strategy for success, to engage in continual self examination, to overcome internal and external obstacles

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11. How can the success of the coaching process be measured?

Measurement may be thought of in two distinct ways.

First, there are the external indicators of performance: measures which can be seen and measured in the individual's or team's environment.

Second, there are internal indicators of success: measures which are inherent within the individual or team members being coached. These can be measured by the individual or team being coached with the support of the coach. Ideally, both external and internal metrics are incorporated.

Examples of external measures include achievement of coaching goals established at the outset of the coaching relationship, increased income/revenue, obtaining a promotion, performance feedback which is obtained from a sample of the individual's constituents (e.g., direct reports, colleagues, customers, boss, the manager him/herself), personal and/or business performance data (e.g., productivity, efficiency measures). The external measures selected should ideally be things the individual is already measuring and are things the individual has some ability to directly influence.

Examples of internal measures include self-scoring/self-validating assessments that can be administered initially and at regular intervals in the coaching process, changes in the individual's self-awareness and awareness of others, shifts in thinking which inform more effective actions, and shifts in one's emotional state which inspire confidence.

12. What are the factors that should be considered when looking at the financial investment in coaching?

Working with a coach requires both a personal commitment of time and energy as well as a financial commitment. Fees charged vary by specialty and by the level of experience of the coach. Individuals should consider both the desired benefits as well as the anticipated length of time to be spent in coaching. Since the coaching relationship is predicated on clear communication, any financial concerns or questions should be voiced in initial conversations before the agreement is made.

13. How is coaching distinct from other service professions?

Professional coaching is a distinct service which focuses on an individual's life as it relates to goal setting, outcome creation and personal change management. In an effort to understand what a coach is, it can be helpful to distinguish coaching from other professions that provide personal or organizational support.

- **Therapy:** Coaching can be distinguished from therapy in a number of ways. First, coaching is a profession that supports personal and professional growth and development based on individual-initiated change in pursuit of specific actionable outcomes. These outcomes are linked to personal or professional success. Coaching is forward moving and future focused. **Therapy**, on the other hand, deals with healing pain, dysfunction and conflict within an individual or a relationship between two or more individuals. The **focus** is often on resolving difficulties arising from the past which hamper an individual's emotional functioning in the present, improving overall psychological functioning, and dealing with present life and work circumstances in more emotionally healthy ways. **Therapy** outcomes often include improved emotional/feeling states. While positive feelings/emotions may be a natural outcome of **coaching**, the primary **focus** is on creating actionable strategies for achieving specific goals in one's work or personal life. The emphasis in a coaching relationship is on action, accountability and follow-through.

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- **Consulting:** Consultants may be retained by individuals or organizations for the purpose of accessing specialized expertise. While consulting approaches vary widely, there is often an assumption that the consultant diagnoses problems and prescribes and sometimes implements solutions. In general, the assumption with coaching is that individuals or teams are capable of generating their own solutions, with the coach supplying supportive, discovery-based approaches and frameworks.
- **Mentoring:** Mentoring, which can be thought of as guiding from one's own experience or sharing of experience in a specific area of industry or career development, is sometimes confused with coaching. Although some coaches provide mentoring as part of their coaching, such as in mentor coaching new coaches, coaches are not typically mentors to those they coach.
- **Training:** Training programs are based on the acquisition of certain learning objectives as set out by the trainer or instructor. Though objectives are clarified in the coaching process, they are set by the individual or team being coached with guidance provided by the coach. Training also assumes a linear learning path which coincides with an established curriculum. Coaching is less linear without a set curriculum plan.
- **Athletic Development:** Although sports metaphors are often used, professional coaching is different from the traditional sports coach. The athletic coach is often seen as an expert who guides and directs the behavior of individuals or teams based on his or her greater experience and knowledge. Professional coaches possess these qualities, but it is the experience and knowledge of the individual or team that determines the direction. Additionally, professional coaching, unlike athletic development, does not focus on behaviors that are being executed poorly or incorrectly. Instead, the focus is on identifying opportunity for development based on individual strengths and capabilities.

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| CONSULTING | COACHING | THERAPY |
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| Focus is on problem-solving, action plans, strategies, and accomplishing specific, significant goals. | Focus is on learning through action. It's on the partnership between self-discovery and sustainable action. It's on the client creating a fulfilling life. | Focus is often on understanding patterns of feeling and behavior, reliving childhood experiences, releasing feelings associated with past trauma, abuse, or loss. |
| Focus is on the expertise of the consultant. The consultant can make the difference between success and failure by filling a gap the client has in knowledge, skills, or experience. | Focus is on the inner guidance of the client and the process of self-discovery. The coach has the questions; the client discovers the answers. | Focus is often on the guidance of the therapist, until the client is ready to guide her own life |
| Solving present day problems in service of achieving desired goals for the future. Providing teaching and mentoring to develop abilities and expertise. | Future-oriented in service of making the present come alive. Focusing on the client's biggest dreams and deepest desires for her life and making them come true right now. | Past-oriented in service of freeing the client from the past—so she can choose new possibilities in the future. |
| Transference is not encouraged or used. | Transference is actively prevented. | Skilled use of transference as a therapeutic strategy. |
| Consultants sometimes ask why. | Coaches almost never ask why. | Therapists often ask why. |
| Does not engage in deep feeling work on childhood issues. | Does not engage in deep feeling work on childhood issues. | Focus is often on early childhood experiences and patterns. |
| Generally focuses on the specific project. | Focuses on the client's whole life. | Focuses on the client's whole life. |
| Clients are engaged in solving important problems, carrying out long-term strategic plans, building a career, an organization, or a movement. | Clients are engaging with meaningful challenges in creating the life they most want to be living. They are turning their dreams into action. They are making bigger and bigger differences in the world. | Clients often are dealing with serious and complex personal issues. They are dealing with serious pain and suffering. They are getting their lives together so they can then go after their dreams. |
| Consultants may do specific pieces of work for the client, or produce specific products. | The client does the work. The focus is on the client taking their own action. | The client does more and more of the work as therapy progresses. |
| Focuses on finding the right plan of action as quickly and directly as possible. | Has an experimental spirit. Welcomes failures, and honors how the right kind of failing can be the key to success. | Focuses on getting to understanding and empowerment as soon as possible in order to help the client move out of distress. |
| Generally seeks to minimize resistance or find a path around it, in order to keep the focus on getting to the goal that's been agreed upon. | Welcomes resistance as a rich, juicy place for learning, and as an important, often necessary, stage in moving forward. Views resistance as transformative. | Sometimes welcomes resistance as productive and transformative. Sometimes views resistance as a problem, as something getting in the way and something to get rid of. |
| Is generally business-like in spirit and approach. | Has a playful, creative spirit of discovery even when it's being quite serious about tough issues. | Is generally serious in spirit and approach in line with how serious the client's issues are. |
| Consultants will refer people to coaches or therapists as needed. | Coaches will refer people to consultants or therapists as needed. | Therapists will refer people to coaches or consultants as needed. |
| Consulting can be a godsend. | Coaching can be a godsend. | Therapy can be a godsend. |

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“Coaching Is Like Riding A Bike”

by Michael Stratford

Consultant: Studies the mechanics of riding the bike. Administers assessments/ instruments to determine your riding style. Teaches you the laws of physics, how the bike is propelled, what is necessary for balance, and laws of motion/propulsion. A consultant tells you where to sit, where to put your feet and when to pedal. Gives you a program for follow through. Then he/she leaves.

Therapist: Discusses the basis for your fears about riding and the consequences of falling. Discusses if your parents rode, and why that might be important. Explains why it is important for your self-esteem or psyche, for you to learn this and be successful.

Parent: Buys bike for you. May put on training wheels, and take them off when they think you are ready. Runs by the bike holding on until you have balance to continue, and then cheers you on as you go off riding into the sunset. Occasionally, they will threaten to take away riding privileges if you don't comply with ground rules.

Mentor: Shares with you their experience/expertise of bike riding. Gives you tips on "drafting" and the most effective way that they've found to ride. Models the way they think you should ride, gives you strategies about changing tires quickly in a race, how to get the most speed for your effort, what the best bike is to buy and how to negotiate gravel at the bottom of a hill. Warns you of the dangers of riding in traffic and tells you how to avoid them. May hold an "I know better than you since I've been there before" position.

Coach: Listens to your desire to try riding. Asks if you need instructions on how to ride or how to find out about it. Asks if you like the color/kind of bike. May even help you pick the bike up to get on. Cheers you on!

Runs along side the bike "checking in" to see if you're enjoying the experience and asks what might make it more fun. Helps you discover what you need to take care of yourself when/if you fall. Keeps you focused.

When you stop, the coach asks about your experience, what was valuable and if you want to master bike riding. If you do, the coach helps devise a plan whereby you can attain that mastery. If you don't, then the coach may help you devise a plan to sell the bike.