

# Coaching



"No one can predict to what height you can soar, until you have spread your wings"

Thomas Banyacya, Hopi Elder

Spread your wings - I'm looking forward to accompanying you.

# Coaching

## Definition

Coaching can be described as "help to help yourself" for all those stuck in problematic situations at work and in their private lives. It is a clearly goal and solution oriented method of consulting. It is intended to aid all those people and teams who wish to enhance their ability to find satisfactory solutions to problems of all kinds and gain different points of view. Experience has shown that people and/or teams that require coaching often know the solution to their problem, but for some reasons are unable to access it. This is when coaching is required. Coaching is all about doing something different or unusual - something that differs distinctly from what has been done so far. Coaching is a very efficient method of obtaining new insights, finding new solutions, mobilising new ideas and resources and thus finding goals and solutions for the future which are for the good of all involved. Paramount are questions, questions which aim at generating own solutions. A coach never presents solutions to his or her clients. He or she merely supports them in finding their own solutions and reaching their own goals.

## Benefits

Basically, coaching is suitable for people and teams who wish to change and grow. It is successfully applied in companies and organisations and is especially suitable to support high potentials, to tackle organisational issues, managerial tasks or conflicts at work. Benefits you and your company gain are

- better understanding of and solutions to currently difficult situations
- moving from a problem state to a more creative one
- discovering other ways of acting/reacting
- attempting new solutions which differ from previously found ones
- replacing accustomed thoughts, points of view and behavioural patterns by other, more successful ones
- discovering strong points, abilities and resources
- converting problem stories into success stories
- understanding the problem you are in better, how it arose, how the people involved act and why it has not been solved yet (hidden benefits)
- gain more knowledge, more self awareness, more independence and responsibility for oneself
- learning for the future

## Reasons

Coaching is appropriate whenever you or your team wish to terminate or change a state you consider a problem. Do you or your team often find yourselves in the same problem state which repeats itself and to which you are unable find a solution? Are you looking for neutral support in escaping repetitive thought patterns and replacing them by new and more successful ones? Do you make your own problem-solving ability a priority? Are you willing to be asked unusual questions which trigger new insights? If yes, then coaching could be a solution for you and your company.

Experience has shown that the following situations often call for one-to-one or team coaching:

- preparation for and support in new managerial tasks
- defining and analysing present state
- generating new visions and goals
- developing new solutions and support in putting them into practice
- analysis of behavioural patterns and growing out of them
- when making difficult decisions
- coping with everyday life at work and at home
- coping with changes
- coping with difficult situations and conflicts at work
- problematic relationships (business and private)

## Rationale

According to constructivism there is no real and objective truth. "Reality" is simply a product of what we think we perceive. We all tend to carry glasses which merely reflect a section of the multiple "realities" we believe to see. According to Epiktet, "not the things themselves worry us. It is our opinion of them". Therefore, problems arise when our thoughts and behaviour start bothering us. My task as your coach is to enlarge the section you perceive and to reveal new ones, thus generating new ways of thinking and acting. You are the creator of your own "reality" and very often new solutions can arise.

System theory states that all things mutually influence each other . People "are" not, but rather act according to the system they belong to. Different systems with different structures, different ways of building relationships, different styles of communicating and acting therefore draw forth different ways of behaving and thinking in one and the same person. In addition, several people may be contributing to the same problem and co-operating in maintaining and boosting it. As your coach I support you in creating new patterns and finding more appropriate ones, corresponding to the system you are in. I therefore bear your private and business relationships in mind and take care that the solution found is for the benefit of all involved.

## Methods

I follow a clear structure, use solution oriented models and aim at helping you to help yourself. With you, I explore how your future could look and support you on your way there. I assist you in gaining new insights and points of view. I co-operate in finding appropriate goals and solutions and support you in putting them into practice, apart from encouraging confidence and personal growth. The questions I ask initiate a process of change and help you to understand where the problem lies. I assist you in implementing your solution and finding realistic ways of reaching your goal. I am the expert in the process, you or your team are the experts in the solution. I therefore trust in your ability to find your own solution and together with you define measures to put it into practice.

It is up to you to decide how long your coaching lasts. In some cases one coaching session is sufficient to find a good solution to your problem.

## Approach

I seriously take an interest in you and your world. You decide anytime what is good for you. I esteem you and act as your partner. I listen carefully to what you say, avoid giving advice and tips and give you feedback on your person or team.

## Team Coaching

Team coaching focuses on promoting teamwork. Like one-to-one coaching, team coaching is solution and goal oriented, mobilises (hidden) resources in teams and is equally based on the principles of system theory and constructivism. With the help of someone who thinks outside the box, team coaching is an excellent tool to

- optimise and reflect upon styles and processes of communication
- verify and optimise existing solutions and decisions
- find a solution to a current problem
- optimise and reflect upon the team's working techniques, creativity and decision-making processes
- improve co-operation
- settle conflicts among team members
- verify and optimise rules regarding co-operation
- discover team skills and mobilise lacking resources