

coaching

the art of facilitating the
performance, learning and
development of another



Myles Downey: 2003

mentoring or coaching?

mentoring

- mentors and mentees share a knowledge of the job
- mentors assist, guide and advise operationally and strategically
- mentees exploit the experience of their mentors
- mentors altruistically share their knowledge
- anyone can mentor: some form of training is advisable
- mentors should engage in CPD.
- mentors are not paid





coaching

- coaches may have no 'hands-on' experience of the coachee's job
- coaches facilitate problem-solving through the effort, skill and knowledge of the coachees
- coaches help unlock coachee's potential thus helping them to learn how to learn
- coaches should be trained, qualified and members of a recognised body
- coaches should engage in CPD and receive supervision.
- coaches (usually!) get paid

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coaching...

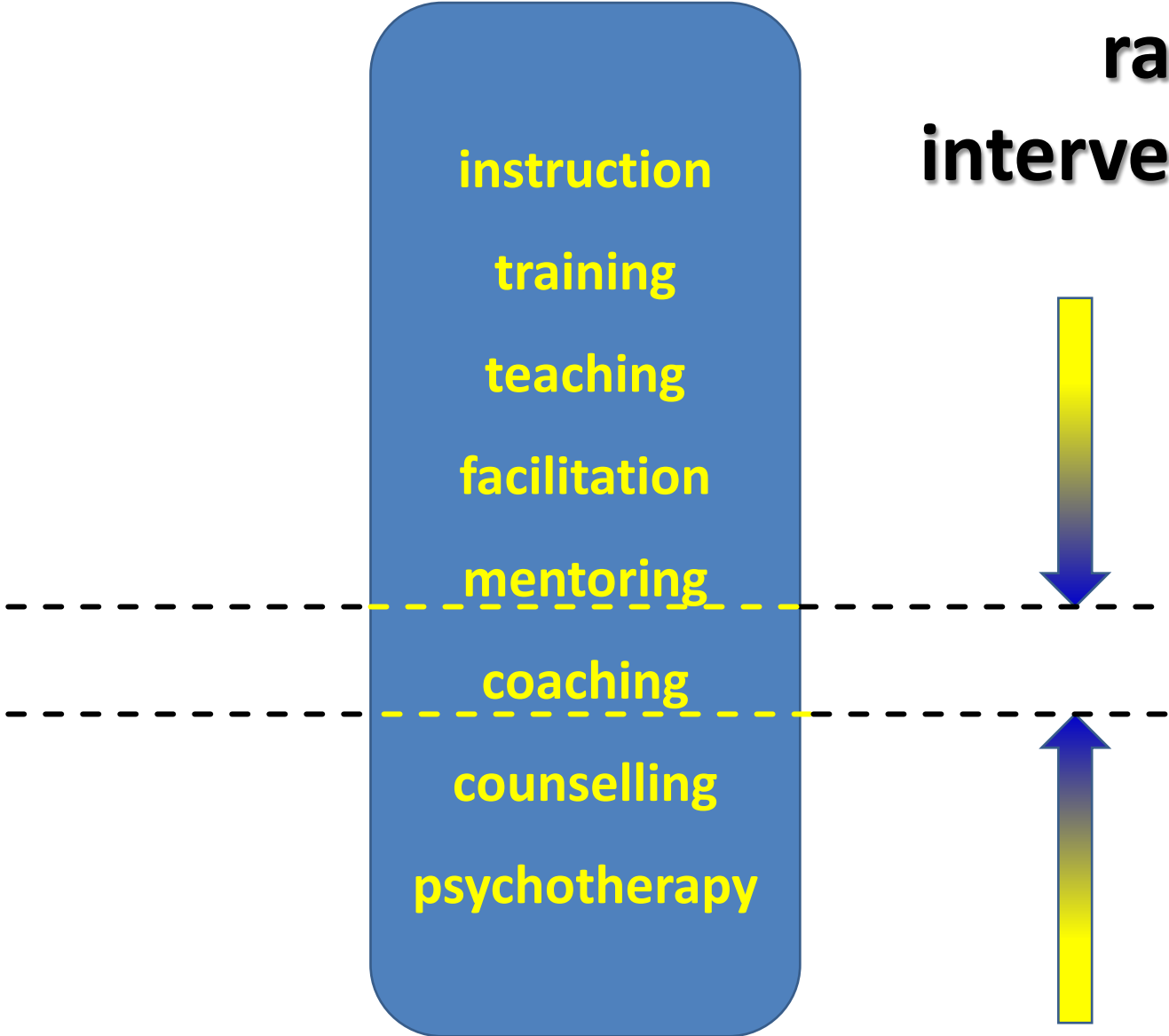
...delivers results by focusing on
future possibilities, not past mistakes

...recognises that the internal obstacles
are often more daunting than the
external ones

Whitmore: 2004

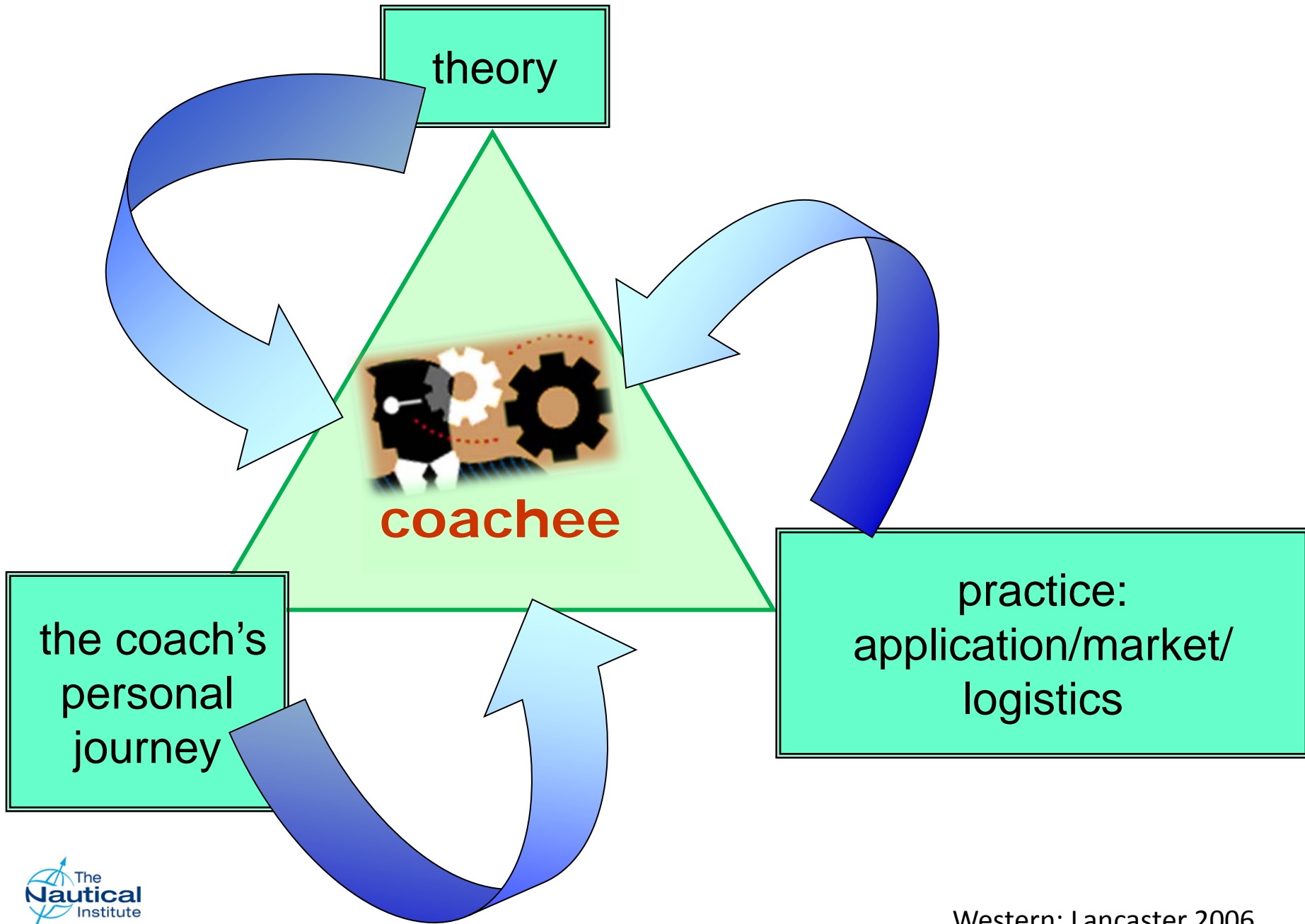
how does coaching
compare with other
interventions?

range of interventions



coaching *'styles'*

- psychodynamic
- person-centred.
- cognitive behavioural/
solutions-focussed



psychodynamic

- not seeking premature disclosure
- allowing for the unconscious
- not all results are obvious.
- being curious

person-centred

- supremacy of the individual
- self-discovery, self appropriation
- empathy.
- unconditional acceptance

cognitive behavioural

- positivist
- structured framework in which clients find own solutions.
- systematic, prescribed

does it work...?

“In a recent survey of 100 executive who used personal coaches, all executives reported between a \$100,000 and a \$1 million return on their investment in coaching.”

Time Magazine

“...[at GSK] coaching is delivering a return on investment of at least 400 per cent...”

Coaching At Work: May
2013

the coaching experience

establishment of ground rules

- confidentiality
- ethics
- contracting/chemistry

the coaching experience

building the relationship

- trust
- style

the coaching experience

communication

- active listening
- questioning

the coaching experience

- learning and outcomes
 - the ‘third’ position
 - facilitation
 - action planning/goal setting.
 - progress and accountability

...silence

‘soft skills...’



usually the hardest...

...application



‘In 1997, IMO adopted a resolution setting out its vision, principles and goals for the human element.

[added emphasis]

Source: IMO Website



Leading for Safety

how coaching works...

- face to face
- by telephone or videolink

if he is indeed wise he does not bid
you enter the house of wisdom, but
rather leads you to the threshold of
your own mind

Gibran (1926)

want to know more...?

for a general introduction, visit:

personal-coaching-information.com

also, see

‘Coaching For Seafarers’

by clicking on ‘Publications’ at

www.haughtonmaritime.com