

# Creating a Coaching Culture

## WHY COMPANIES ARE CREATING COACHING CULTURES

The business landscape is changing quickly, old thinking is not going to solve new problems, a new approach to working with people to achieve business results is essential.

- Coaching provides a timely and iterative process to respond to rapidly changing business goals.
- Your people are your biggest spend and your competitive advantage (or disadvantage).
- Coaching is the missing link between assessment and development, learning and application
- The role of manager has changed from directive command and control to coach.
- The employment relationship has changed; individuals are now taking more responsibility for their career and development.
- Coaching accelerates results.

### What Coaching Is

- A facilitated conversation that helps people get from where they are now to where they want to be.
- A trusting and collaborative environment in which meaningful development can occur.
- Respectful conversations that focus on the person being coached.
- A positive model of communication and relating that can be utilized anywhere and at anytime.
- A *way of being* with another individual that promotes reflection, self-discovery and openness to taking more effective actions.

### What Coaching Isn't

- Directing, controlling or manipulating others according to your agenda.
- Having all the answers and solving problems for others.
- Being judgmental or punitive.
- Coaching without mutual understanding and agreement.
- Counseling, consulting or therapy.
- It is not remedial or performance management.

### What a Coach Does

- Establishes collaborative relationships based on open, direct dialogue and trust.
- Treats others with respect, always using constructive language.
- Tells the truth in a way that enables others to hear it and grow as a result.
- Provides an objective environment for inquiry, curiosity and change.
- Promotes discovery of possibilities, solutions and alternatives.

- Supports others to stretch beyond their current capabilities.
- Helps others look honestly at gaps in attitudes and behavior that decreases their effectiveness.

### **How coaching benefits the company**

- It's applicable to everyone in the organization.
- Is uses a common language and process that everyone can relate to.
- It promotes focused discussions tied to achievement of business results.
- It promotes development of new skills.
- It fosters vision and future-oriented thinking - rather than past-based thinking.