

Business CoachingIs all talk...or is it?

By Gerry Moan, Managing Partner, Constructive Intervention

On the contrary, business coaching is an investment for you and your business and you need to understand what returns you will get. How exactly will you benefit from it? Results should be the focus of the interactions and so I have set out in this article what you should expect from a good "client - coach" intervention.

The relationship between coach and client is a confidential one, so you can speak completely openly without worrying about office politics or watching your back. This alone can be an enormous relief from the competitive world of business.

You decide what the objectives will be and the coach works with you to ensure you achieve them; It might be, gaining promotion or getting a job in another company or industry, improving relationships with colleagues and/or customers, improving sales and profits or finding new clients.

You look carefully at your goals before setting them, to make sure they are really what you want. How will their achievement

impact on your home life and friends? Is the goal achievable? You will also agree on ways of judging your success - sometimes it may be obvious, such as being offered the job, other times less so.

Are there any models?

The **GROW** Model; constructed by Graham Alexander and championed by Sir John Whitmore is one methodology used by performance coaches to guide their approach to the coaching session and maximise their effectiveness. The aim is to raise the client's awareness and responsibility, The GROW model includes techniques that may be applied by the coach to achieve these objectives.

In summary the purpose of the GROW model is to:

- Compel attention; □ Focus for precision and detail; and □ Create a feedback loop.

There is a four step process to using this model and involves the coach establishing form the client:



- **G** - Goals - What do you want?
- **R** - Reality - What is happening now?
- **O** - Options - What could you do?
- **W** - Way forward and Will - What will you do?

In speaking with your coach and answering their questions, you will begin to learn more about yourself and how you - through habit-respond to certain situations. You will also begin to understand others better and why they behave as they do. It is with these habits where the real work is!

Behavioural change will be one of the primary outputs from the interaction.

You become clearer about situations which have been problems in the past and see alternative responses. With the support of your coach you have the confidence to try out different responses, to find out which works best.

You will find that with the one-to-one support of coaching, your development is rapid and sustained. Attending a training or personal

development workshop can be inspiring at the time, but the effect quickly wears off once you return to your daily routine. Business / Executive coaching makes positive change much more likely to be permanent.

You find that getting results and becoming more productive is easier and stress free, you are taking on board valuable learning, which you can continue to use once the coaching is over. You may even take on to coach yourself!

From our research, successful business leaders agree that the kinds of approaches listed above work precisely because they build on their coaching session's outcomes which fulfil specific objectives and offer tangible contributions to their personal and business development. - it's not just all talk!



About the Author

Gerry Moan, Managing Partner, Constructive Intervention, is one of the most inspirational trainers in the Irish corporate education market. An accomplished trainer and public speaker, he has also served as consultant to many regional and national organisations in Ireland, helping County Enterprise Boards, FÁS and others develop their own training infrastructures. His book, "Who's driving the bus" has been an inspiration to Irish managers from all sectors.

Constructive Intervention is currently delivering Business, Personal and Leadership development programmes, along the East coast with the assistance of FAS Services to Business. For further information, visit www.civ.ie
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