

Our Approach to Coaching

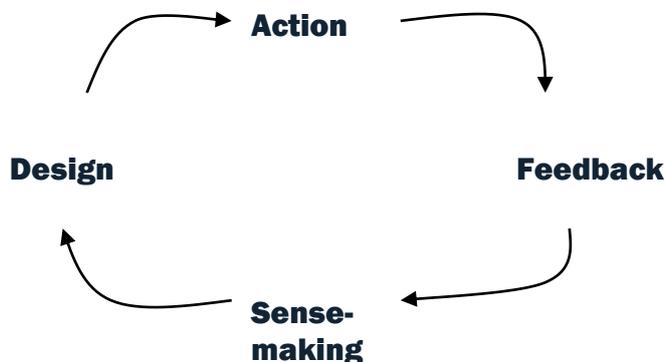
What is coaching? We see coaching as a relationship where the coach helps the coaching counterpart with their thinking - helping them to be their best.

Working within the broad framework of the GROW (Goal, Reality, Options, Way forward) coaching model, our coaching methodology is primarily based on action learning principles. The key principles that underpin our coaching practice are:

- **Valid information** – ensuring clients focus on observable data and relevant facts, rather than supposition or second-hand opinion.
- **Free and informed choice** – ensuring clients have all the necessary information to make well-reasoned decisions, free of undisclosed biases.
- **Internal commitment to the choice** – ensuring clients are in control of the decisions they make and actions they choose to take.
- **Strength focus** – ensuring clients discover, explore and enhance their strengths and resources

We aim to create a safe learning environment for the client that allows them to both self reflect on experiences in the work place and to plan and experiment with potentially more effective approaches. We tailor our coaching to the need of the individual and the organisation.

In undertaking coaching sessions with clients an action learning cycle is applied, as depicted below. Using this cycle we help clients to make sense of feedback and data (including their own emotions and feelings)



and to reflect on that information and their experiences. Through this process clients gain greater insight and understanding of themselves, their personal drivers and the assumptions that underpin their leadership practice. We work with the client to design and plan potentially more effective action strategies, based upon their new insights, which they can put into practice.

During the course of a coaching assignment with a client we support them to develop a learning contract that articulates their ideal self as a leader and the leadership skills they

want to develop and the strategies to develop those skills. In between coaching sessions clients identify opportunities to experiment and practice the new action strategies and reflect on their experiences. Clients are encouraged to maintain a reflective learning journal to ensure they are continuously learning from their experiences and improving their practice.

For our clients, the coaching approach looks like:

- attentive listening
- insightful questioning
- offering feedback (acting as a 'mirror') e.g. helping individuals see what their teams might see
- moments that raise awareness, responsibility and self belief in the coaching counterpart, and
- where appropriate, offering guidance about effective strategies e.g. how to conduct a challenging conversation.

All are within in a confidential, safe and stimulating learning environment. This leads to the client exploring possibilities, finding the cause not the symptom, gaining insight, raising awareness, finding their own way forward and ultimately making choices to be a more effective leader.

Although each coaching assignment is expected to be unique, we apply the same core principles. The ultimate success as a coach is to make the coach's role obsolete. This occurs when a client is in a position to continuously learn from her or his own experiences and is able to coach others.

Roles and guiding principles:

Counterpart commitments:

- Partner with the coach in a series of dynamic coaching interactions aimed at helping the coachee identify strategies which will support their ongoing development
- Establish personal goals to explore during the coaching sessions
- Come prepared and on-time to all coaching sessions with the interim activities completed*
- Give permission for the coach to challenge and confront thinking, behaviours and feelings during the sessions in support of development goals

*Where coachees are attempting behavioural changes we work with them to ensure that a range of mechanisms and mindsets are in place that will support them to be successful. This can include making sure they have a well-articulated action plan with targets and measures in place; that they are enlisting the help of critical colleagues to help support them and keep them accountable; that they have a deep understanding of 'why' they are making this change, and the knowledge that we will be touching base on those commitments in future sessions.

Coach commitments:

- Partner with the coachee in a series of dynamic coaching interactions aimed at helping the coachee identify strategies which will support their ongoing development.
- Apply contemporary organisational coaching practices within the coaching relationships
- Provide a safe, yet challenging learning environment for the coaching counterpart to promote exploration and discovery.
- Will work within the professional ethics guidelines designated by the International Coaching Federation.
- Commit to confidential discussions. For a coaching relationship to be effective, the coachee must be able to share information with the coach without fear that the information will be shared inappropriately or without their approval. The content of the coaching sessions will remain confidential between the coach and the coachee. (Confidentiality and privacy will be maintained at all times as outlined in accordance with the Privacy Act.)

Value adds

Eyres & Associates have had extensive experience in the leadership development / L&D arena having planned, designed and facilitated workshops across a number of content disciplines; including Leading People, Building + Leading Effective Teams, Coaching Skills, Improving Collaboration, Achieving Buy-in, Engaging + Inspiring others, Managing Up + Across, Emotional Intelligence, Mentoring, Financial Management, Performance + Motivation Conversations, Coping with + Managing Change, and Enhancing Resilience.

We have extensive support resources on these themes and will make elements of these resources available where we see value for the client. The client also has the option of signing up to our monthly leadership tips newsletter, at www.discoveryinaction.com.au/dia-newsletters/.