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Some thoughts on coaching

Originally coming from an analytical/ numerically orientated background I then found my real interest and skill was getting the best from people. So, throughout my career I have sought to develop and understand how people can be effective and productive both at work and in their personal lives. I have acquired an extensive toolkit of skills, techniques, methods, problem solving approaches and theoretical understanding that I utilise when coaching

What is coaching?

Coaching can be defined in a number of ways:

The process of equipping people with the tools, knowledge and opportunities they need to develop themselves and become more effective "Peterson, 1996" (and I would add more self sufficient)

A collaborative solution-focused, results-orientated and systematic process in which the coach facilitates the enhancement of work performance, life experience, self-directed learning and personal growth of the individual. "Grant, University of Sydney, 2000"

The external coach uses psychological skills to help a person develop into a more effective leader. These skills are applied to specific present moment problems in a way that enables this person to incorporate them into his or her permanent management or leadership repertoire "Peltier 2002"

My approach to coaching

Coaching is a series of **meaningful discussions** that facilitate the **performance, learning and development of another**; this can be either at work or with present or emergent personal dilemmas (Peter Mayes 2009).

Enabling people and organisations to develop

Organisation's real advantage is the human energy dynamics and potential held within them and its ability to draw out the best from its people. What causes the problems and conflict for people either at work or at home need to be uncovered and drawn out so they can be sensitively addressed to allow for complete resolution

My passion is to effectively release this and see people and organisations develop. To help individuals and teams move forward, overcoming negative thought processes and attitudes, and to meet strategic objectives, this can often be best achieved through the intervention of someone outside of the organisational culture and structure.

Someone who can take an insightful yet impartial view of individuals' perceptions, assumptions, expectations, beliefs and values and assess how they are affecting the overall behaviour of other individuals, the team and the organisation.

I find that **Coaching** is highly effective both at work through Business Coaching/performance coaching and in our personal lives through career review, helping with personal change and reflecting on what works and what doesn't

Amongst the areas that I have used coaching to explore are:

- Increasing Motivation
- Productivity improvement
- Managing emotions at work
- Improving Performance
- Goal setting
- Developing potential
- Communication issues
- Managing change
- Cultural fit and difference
- Time-management
- Personal development
- Interpersonal and intrapersonal(people) skills
- Management and Supervision
- Conflict resolution

How coaching works?

Developing a shared vision and contracting to succeed

The initial contract is set up between the organisation, the individual and the coach. The first in the process is a 3 way contracting meeting takes place for coach, individual and line manager to clarify the organisation's requirements for the individual's development.

Confidentiality

While the sessions between the individual and their coach remain confidential the manager may choose and is encouraged to share his/her learning with others. The individual reviews progress against plans and seeks feedback on progress from peers, colleagues and line manager. It is suggested that they keep a logbook/diary of what they are learning.

Working together

The coaching contract is then established which clarifies the expectations of the individual, the organization and the coaching, agreeing the timetable and the focus of the first few sessions.

Reviewing progress

Throughout the coaching process reference is made to the original goals and key issues to see how these are shaping and what adjustments may be required. I use a wide variety of tools to help the individual further with their self awareness and development e.g. MBTI, Emotional intelligence, Transactional analysis, NLP techniques, personal profiling, psychometric tests and various types of 360 appraisal/feedback resources. Using models such as GROW or OUTCOMES to help express the coaching process and pass on how coaching be reviewed in terms of its sequence and progress

The individual may wish to review their impact on others so she/he can become more influential and realise the effect of organizational culture on them to gain a better understanding of the organisation and their fit within it

Celebrating success and keeping the learning going

Towards the end of the coaching programme the individual is encouraged to develop strategies that consolidate and embed the learning to fully realise what they have gained, where they are now and what they need to do next.

Coaching enables people to become

- Increasingly self aware
- Developing personal mastery
- Recognising how and what to change
- Reflective and resourceful learner
- Effective at helping themselves and others.
- Increasingly productive and effective individuals, teams and organisations
- Enhanced decision-making and problem solving

What I do:

Through a clearly negotiated and agreed coaching contract I provide opportunities for individuals to reflect on where they are now and where they want to be

Pragmatically problem solve, by investigating, researching and introducing current best practice to add value to the individual and the organisation can continuously improve

Work within codes of professional ethics for the Chartered Institute of Personnel and Development and the Association of Coaching

Attend support mechanisms that improve my own capabilities and practice

What I don't do

Work in areas where I can't make a difference or meet the client's requirements

Do work which is of a deep psychological nature, I would recommend a suitable certified counsellor or psychotherapist or other specialist where this would be of more benefit to the individual