

Behaviourally Focused Coaching. An Overview

As coaching is highly specific, relationship-based intervention, it is important that the delegate feels comfortable with the coach and the process. In other words, coaching should be something agreed and 'bought into' by the delegate – rather than dictated.

Behaviourally focussed coaching assumes the delegate as the expert. As such, a questioning and clarifying approach is adopted by the coach. This differs from 'Mentoring' as there will be little or no 'expert input' from the coach – and any results are obtained by the delegate. As a rule, 75% of the talking will be done by the delegate.

Therefore, the delegate must come prepared to be gently questioned on their mindset, their own part in (and perception of) any issues - and the way things currently are. Expect encouragement to define goals, make changes and meet challenges in their own ways.

Should a task or set of tasks be identified as 'needing to be done', then accountability is built into the process with a clear request to report when something has been completed – or a clear explanation of why it has not been achieved.

Tasks accomplished or a changed attitude/perception is met with praise, celebration and encouragement. Excuses are explored as to their validity, pattern and reasoning – and alternatives are introduced. There may be 'Homework' and exercises to undertake between sessions.

As trust is a hugely important issue, the specific output of any session is confidential. However, should there emerge something that the coach would encourage sharing, this will be suggested to the delegate – but the coach will respect their ultimate preferences.

Changes in behaviour are often tenuous and fragile at first. It is important that direct line manager, peer group, friends and the workplace offer encouragement, tolerance and awareness during the process – as it is all too easy for behaviour to revert, and change to be justified as 'too difficult' or even 'unacceptable'.

A typical coaching model approach: TGROW:

<i>Theme</i>	<i>What is the overall focus of the coaching session. This can be broad – or quite specific.</i>
<i>Goal</i>	<i>What does the coachee want to achieve by the end of the session?</i>
<i>Reality</i>	<i>What are the current circumstances? Facts, Feelings etc.</i>
<i>Options</i>	<i>What are the options available to move forward?</i>
<i>Will</i>	<i>What will the coachee do?</i>

Above all the coaching sessions should be an enjoyable experience. Time for the delegate to claim for themselves - and to explore thoughts and feelings on any subject.