

COACHING Pocketbook

3rd Edition

A pocketful of tips
and techniques on
how to coach others
to achieve outstanding
performance

**Ian Fleming &
Allan J. D. Taylor**



"For UK plc to win a global marketplace it is essential for managers and leaders to understand learning and to develop coaching skills. This pocketbook provides a very readable insight into understanding the challenge."

Colin Ions, Consultant.

"An amazing amount of ground has been covered in this little book – it unravels a complex subject in a very practical and easy to understand format."

**Sarah Armstrong,
Customer Services Manager.**



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COACHING

Pocketbook

Enjoy the read!

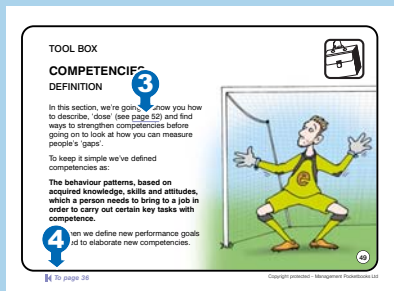
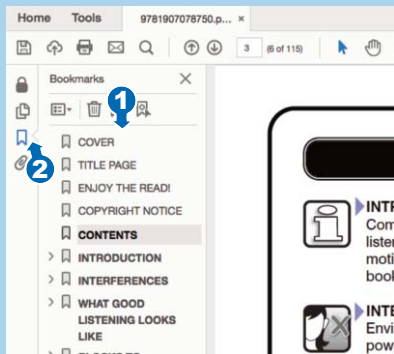
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SPOILER ALERT

This book reveals the secrets of coaching – namely that there are no secrets, just skills and behaviours.



WHAT IS COACHING?

WHAT IS COACHING?

A QUESTION



What do the world's top tennis players, golfers and athletes all have in common?

Apart from being very successful, and extremely rich, they each have a coach.

But why? The coach is there to help them:

- Build on their successes
- Work on the details that will sharpen up their skills, and improve their techniques
- Plan tactics ahead of important events
- Stay at the top in a very competitive world

Teams also can have coaches, where specialist individuals help certain groups or players. Coaches are also common in drama, speech, music; helping people through change as well as developing careers.

“ Excellence is never an accident ”

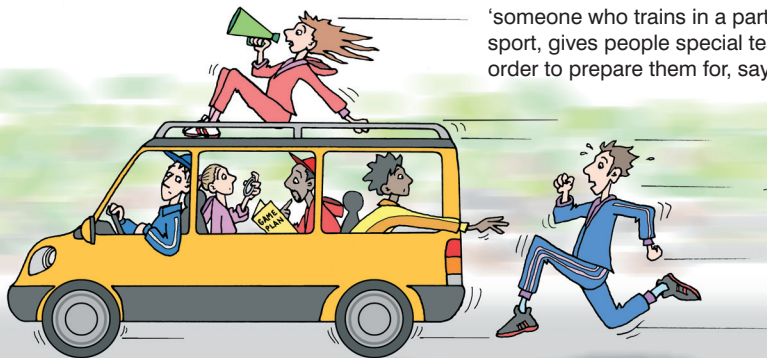
WHAT IS COACHING?

DEFINITION



The dictionary definition of a coach includes: 'a means of transport - a large motor vehicle which carries passengers from one point to another'

'someone who trains in a particular sport, gives people special teaching in order to prepare them for, say, an exam'



WHAT IS COACHING?

BUSINESS DEFINITION



In a business context coaching means **improving performance** at work, by turning **things people do** into learning situations, in a **planned** way, under **guidance**.

The key words are:

Improving performance - using a range of learning experiences to bring about improvements

Things people do - which become opportunities from which all parties can learn

Planned - so as to get the most out of the situation

Guidance - where the coach transfers knowledge, skills and experience

In short, it's about:

- Helping someone perform a skill or solve a problem better than they would otherwise have been able to
- Bringing about improvements at work; especially where a change in performance is required

WHAT IS COACHING?

A COACH'S ROLE



You may have built up the image from sport of a cap-wearing, gum-chewing, harassed-looking coach who typically suffers from the sidelines. Is this what it's all about?

Not really! However, the sports coach:

- Concentrates on improving performance
- Is committed to the players
- Talks of 'we' and 'us', not 'you' and 'them'
- Imposes no limits to the performance of individuals and teams
- Patiently works with individuals on the details of their performance
- Stands back and lets others take the credit
- Continuously learns from situations and people

These are the same things that managers do when coaching their staff.

