

The Power of Coaching in Making High Performance Organisation

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AVAILABLE IN AMAZON STORE and KINDLE MUST READ FOR WIDER APPLICATION OF COACHING IN HEALTH CARE ORGANISATION

Abstract

A coach is an individual who directs and oversees the affairs of a team or a group of people to achieve a set aim. He is often times trained and at other times just armed with natural talent for administration and motivation. A coach, in fact, presides over the entire operations of the team especially in the field of engagement. He may also involve himself in the private or off-pitch welfare and lives of his subordinates, especially when such intrusions bear heavily on the performance and well-being of the athlete or player. A coach may also be a teacher. Coaching also applies to other disciplines other than sports. Almost everyone needs, or had had a coach at one time or another for different applications. Organisations have had need of physical, mental and motivational coaches at one time or another, which has proven to be of immeasurable value to the growth and success and even expansion of the enterprise.

This work is aimed at x-raying the modern coach, who he is, what he does, why he is important to both the organisation as regarding business, and the team as regarding sports. Coaches are inevitable additions to the success and well-being of every athlete. The work opens with a concise definition of the terms of reference of a coach, around a variety of terms like the concept of power, the various theories behind coaching, the dynamics behind coaching and the likes. An attempt is also made to highlight the history of the coaching profession and the vicissitudes it has gone through since time immemorial. Coaching is also juxtaposed with team building as well as how it affects organizations and their effectiveness. A cue is also taken from the sporting side of things, for contrast and comparison.

About the Author



Abhijeet P Sinha has more than fifteen years of experience in Public health in India, South Africa and United Kingdom. He is a fellow of Royal Society of Public health (FRSPH) UK. He has done Post graduate studies in Public health and Management from university of Brighton and PGDM-RM from XISS India. He has worked in various organisations in India, South Africa and UK and through these many years of practicing his expertise in different organization settings he has helped to ignite the life of those he has coached to help them enhance their performance and do impactful work and contribute to success of Organisation. He has applied some of the key coaching principles to deliver results at scale which is shared in this Book. His venture in this area of the Coaching and Development is all drawn from experiential learning and literature reviews. Through experiential learning of him in the area of coaching and literature review he has been able pen down rudiments necessary in this vast area and on the 'Power of caching in Making High Performance Team and Organisation'

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Literature review

Coaching, mentoring and team building are all tailored to help people grow and develop. Choosing the right program or system for a particular setting should begin by searching for programs that will help the team achieve the set aims. It will do to search for vendors and consultants that offer these programs; seek references to ascertain their successes and objectives.

To effectively run an organisation and achieve or even surpass its terms of reference, the importance of the efforts of a well-groomed coach can never be over emphasized. Human beings are the most difficult to manage, and as such, it behooves on the person desirous of making an impact by way of tea success to properly exploit the glut of human and material capital at his or her disposal, and only an effective coach has the skill, grit, and personality that it takes to accomplish that. Organizations are increasingly using business coaching as an intervention to improve the productivity and performance of their senior personnel. A consequence of this increased application is the demand for empirical data to understand the process by which it operates and its demonstrable efficacy in achieving pre-set goals.

Lots of studies and independent research and comparison using many methods have proven that organizations that employ the services of coaches fare better and achieve their set objectives seamlessly and more effectively. Following this, a number of different outcome measures have been investigated in coaching effectiveness studies, including but not limited to: job satisfaction, job performance, self-awareness, self-efficacy, positive affect, depression, anxiety, resilience, hope, autonomy and goal attainment, and in all of these cases, the proponents of coaching have had it to thank for improved organization, effectiveness and efficiency. The science and art as well as the business of the coaching profession strategically position it as the way forward in most organizations. It entrenches efficiency, critical thinking, practice, and every other ingredient needed for business and prosperity in all endeavors. There is a new phenomenon called neuroplasticity in neuroscience, and evidence from this is improving and daily supports the fact that it is possible to rewire the brain at any age. This is the fundamental principle on which coaching thrives. Coaches help their clients bring mindful attention to creating new habits and beliefs and thus form new neural pathways. For example, when a coach and client try out new perspectives, a new neural connection is created. Once it fires, it wires a new pathway. With homework, inquiries, and support, we reinforce this new pathway until it becomes automatic, integrated and embodied. In this manner, a new pattern of behavior is established and burned into the client's psyche.

The answer is simple: there are myriad of benefits accruable from engaging a business coach. For one thing, most importantly, a fresh perspective other than the traditional way of doing things, especially the ones best known to the business owner, is brought to the fore, and there can be no other dose of prosperity other than seeing things differently and more effectively than you had thought it best to be. More benefits gained from engaging coaches include, but are not limited to:

A business coach bounces ideas. A coach -- well, a good coach -- pushes out all thoughts from his or her own brain to be present and just listen. Doing so allows the coach to ask challenging questions that unearth deeply rooted values otherwise firmly planted. In addition, he does it in such a way that one doesn't feel judged or let down.

A good coach helps to brainstorm brilliance. He does it artistically and scientifically, so as to pool and harness mental resource together in such a way that it is guided to improve the team's ideals, making them the better for it.

It is best to get a coach to feel accountable. It is dangerous to carry on in that independent, indifferent manner, with no one to submit to, and account to. Most prosperous and successful teams have had some measure of accountability to some higher power, and the humility and subjection it brings is so powerful and useful.

It is understood that a coach guides and directs. It can never go out of fashion. A business coach will challenge your thinking, goals and willingness to grow. As somebody who has "been there, done that," a coach also acts as a role model because of the experience that he or she shares. Additionally, a coach has unique insight that broadens your business awareness.

Steps of Coaching and Results

The process of coaching is a unique and amazing way to create positive change. It includes providing feedback, asking open-ended questions, and providing direction and encouragement.

Coaching is also about raising for yourself, as the coach, a toolkit for raising self-awareness and empowering your employees. These points are integral to becoming an effective coach, and making the experience more impactful:

- Improve the on-boarding experience with the team members. Make each session or time with them count.
- Engender the creative experience. Inspire them to be creative in their thinking and handling of situations.
- Never fail to acknowledge and champion the team and its members.
- Identify peak experiences in your timeline and that of theirs and highlight the lessons and the humor or otherwise in it.
- Listen to them deliberately, not just to foist your professional competence on them but to appreciate their peculiarities.
- Ask, or inspire them to ask impactful and challenging questions
- Of course, there will be need to proffer observations, perspectives and pathways to solutions
- Focus on their strengths and celebrate it.

CASE STUDY

Scenario

This small business owner worked in the design industry and had a small team of employees. When she contacted a coaching crew, she indicated that she struggled with time management and setting priorities in her engagements. As a result, she also suffered from lack of strategy or business planning. She considered herself financially successful but did not think she was effective in running her business, and thought financially she could be delivering much better results if she had more time.

Approach

An engagement with a behavioral work style assessment to understand how she naturally works best was set in motion. The assessment gave some insight into her strengths as well as limiting behaviors. Specifically, she was very strong in taking action to achieve results, challenging the status quo, and taking on a wide variety of challenging tasks. These strengths were meaningful as a small business owner. On the other side, she did not always include her staff in her thinking, did not listen to their ideas, and "did not feel comfortable depending on them" to get the same results that she did. She often found herself micromanaging her staff. The assessment helped her see more clearly her leadership style, and to understand that her time management issues were partly the result of her underutilization of her staff.

Outcomes

By the end of the three-month engagement, the client had implemented a new organisational chart in her business to elevate one staff member to take on more decision-making and daily management of the business. She was delegating more to her staff members, including responsibility for the initial design meetings with her customers (which previously had been done by both her and a staff member), which freed up as much as 30% of her day - and did not negatively impact quality or results. Additionally she outsourced her business accounting, which she had been doing herself, giving her even more flexibility to focus more strategically on her business, and importantly, herself. Finally, better scheduling and planning habits improved her personal efficiency. She became less stressed, more clear on the direction she wanted her business to take, and with more time for herself, her business, and her family. Business revenues increased 20% within six month of putting her new process in place.

Best practices in Coaching

In coaching, the underlying aim is to make the best of the team or organisation by deliberate and concerted effort. Coaching best practice consists of coaching protocols, guidelines, principles, standards, and procedures that greatly contribute their quota to the success of the coaching venture or job. Apart from incorporating it in the coaching program, it can also be used in developing a new coaching style or strategy. Research and evaluation have shown severally that applying best practice in coaching is highly effective.

Best practices are not permanent. Over time, these are modified and suited to whatever brings the best results for the coach and the trainee. The cycle of best practice revolves around the following steps:

- Reviewing of the individuals and the capabilities for coaching
- Educating the trainee on the coaching best practices applicable
- Determining the most relevant and useful best practice
- Identifying grey areas needing improvement
- Finding measures to evaluate performance level
- Marking lapses in performance and application
- Choosing a coaching style, technique and process that will reduce the gaps
- Implementing and applying the best approaches available

Evaluating and reviewing the chosen strategy or approach to test for effectiveness

One important aspect that should not be missed out is to test and assess the selected best practice before it is rolled out during coaching sessions. Conducting the risk assessment will determine if the coaching best practices will be effective and feasible to the program.

There is no general or universal best practice for all companies and organizations. Every company has its own set of best practices in their coaching programs. Listed below are few among best coaching practice:

Preparation for the Procedure

- The coach makes the necessary preparations for the coaching sessions by identifying the aim of the coaching in consonance with the peculiarities of the employee.
- Building a Friendly and Trusting Relationship with the Coached
- The coach initiates a warm and comfortable connection with the trainee.
- Marking of Goalposts and Expectations
- The coach establishes clear coaching goals with the trainee and identifies roles and responsibilities.

As a leader, coaching isn't 100 percent of the task. But what percentage is it? A major financial institution has a performance expectation that requires managers to spend 20 percent of their time coaching others.

The majority of people we talk to feel they don't have an adequate amount of time to devote to coaching others. Sports coaches would suggest that you delegate some time to each team member so you can coach more and develop assistants and trainers who can relieve the coach of some of the tasks.

How many leaders in your organization think of themselves as the "head coach" of a high-performance team? What areas are you going to specialize in, and in what areas will you develop "assistant coaches" to help you get the most out of your team? You can't pretend to be a coach. If you are a coach, there must be time sacrifice and investment.

Conclusion

A coach directs, inspires, motivates, guides, challenges, encourages, and celebrates. No man is a repository of knowledge, even in the field he claims to be an expert in. The experience and competence a coach brings into a business or enterprise is one that desires attention and engagement.

However, there have been serious limitations to the business of coaching even as popular as it seems to be in the present time. For one thing, it is a fact that a lot of organizations and indeed people are yet to grasp the rudiments of what coaching is about (Einrich, 1999) and its influence in the success of an organisation. Many view it as an elitist add-on, only for organizations that have fabulous turnovers and plenty of money to burn. Again, it would also appear that the remuneration for the coaching business is still at an abysmal low, despite the campaign for it the world over (Ehrich, 1999). This would also come on the heels of the fact that it is still ill recognized. Again, there is the burden of resistance and insubordination on the part of the team members and respondents, who see the coach as having little to contribute or nothing at all, save for bossing them about unnecessarily. Coaches still need a lot of work to be done in the area of skill acquisition and exposure to be able to deal effectively with a variety of organisations (Lansford, 1999). This work is aimed at catalyzing further research on the coaching business and how to make it more user-friendly and effective.

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