

## When coaching is not appropriate.

Coaching is an effective form of development in a number of circumstances but should not be used for the following scenarios:

- Coaching should not be used for performance management. Performance management is a specific process with agreed objectives, effectively led by management in order to achieve improved levels of performance from individuals and teams.
- Coaching is not appropriate if you are looking for expert advice or personal healing from a past trauma

For further information on Coaching please refer to OURSPACE Coaching or Contact

email:  
[awp.coachingandmentoring@nhs.net](mailto:awp.coachingandmentoring@nhs.net).

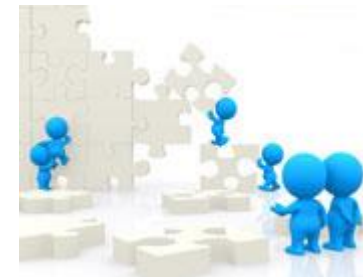
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## Coaching

### For change



## What is coaching?

Coaching is basically the art of being asked good, effective questions to help you reach your goal.

Through coaching, people are able to find their own solutions, develop their own skills and change their own behaviours and attitudes.

- Coaching is an ongoing process designed to help employees gain greater competence and overcome barriers.
- Coaching involves a change of behaviour and attitude.
- Coaching can help maximise an individual's performance
- Coaching enables others to achieve goals by using their own inner resources.

The essence of coaching is that it encourages people to take responsibility for themselves, to continue learning and to be creative and solution focused whilst problem-solving. Encouraging them to take charge of their own development, allowing them to be able to make excellent decisions and to fulfill their potential.

## Coaching and other similar activities

Coaching is not the same as some other methods of developing people, though it shares a number of common strands with them. These are the main differences:

Similar or related disciplines	Coaching
Therapy and counseling: Assumes the person is ill and needs a 'cure'/help and has temporarily lost their sense of resourcefulness	Coaching assumes the person is well and can solve their own problems; typically has a strong focus on goals. It is 'work' rather than 'help'
Training: Owned by the trainer; working to an external curriculum. The assumption is that knowledge will pass from trainer to trainee	Coaching is owned by the coachee; there is no external curriculum or timetable. The coach does not assume that he or she necessarily has knowledge that the coachee lacks
Mentoring: Assumes the mentor is older, wiser and knows best. A mentor offers trusted advice based on experience	Coaching assumes the coachee knows best. The coach rarely offers advice but encourages coachees to wrestle with problems themselves
Appraisal: A formal part of the control system happening at infrequent intervals and is a judgment by the manager on the appraisee	Coaching is an informal process of development that can happen every day; judgment on performance is only a small part of what takes place
All of the above: Have a power differential: the mentor, therapist, trainer assume the more 'senior' role	Coaching is far more a relationship of equals: for purposes of the conversation, even where one person (the manager) is technically more senior than the other

## What does coaching involve?

The initial session involves building an effective relationship between coach and coachee based on collaboration and cooperation. You will co create the coaching agreement. This will allow you to clarify your goal and objectives. It is also your opportunity to determine if coaching is for you and whether you could work effectively with your coach.

The remaining sessions typically last between 45 - 60 minutes and are set every four to six weeks depending on your own availability. They will be held in an area which is normally away from your usual workplace. You will normally have 3 -4 sessions.

Because coaching is about good questioning and actively listening, your coach does not need direct experience of your occupational role.

Your coach will encourage commitment for any actions you reach. Taking time in subsequent sessions for you to feedback and reflect on what you have learnt and possibly do differently as a result of your actions

Coaching is appropriate is you have a particular problem or issue that you want to be proactive in solving but are feeling stuck or unsure how to move forwards.