Effective Coaching and Listening

Contents

Effective Coaching
- Coaching definition
- Informal and formal coaching
- Coaching is not
- Coaching is
- Benefits for the intern
- Benefits for the manager and host organisation

Effective Listening
- Helpful behaviours
- Probing questions for a coach
- Tips to effective listening
- Guidelines for effective listening
- Guidelines for delivering feedback
Effective Coaching

Coaching definition
A planned intervention by another person designed to improve the performance of an individual in a specific task.

Informal and formal coaching
Informal coaching is a daily management activity during which a manager/supervisor encourages an individual to try out a new skill while providing advice, guidance, help and encouragement.

Formal Coaching is where the manager/supervisor sets aside some time to work with an individual to help them develop or improve a specific skill in a structured way.

Coaching is not
- Telling someone how to do something
- Giving instruction
- Laying down specific guidelines about how to accomplish a particular task
- Setting boundaries
- Setting targets for other people

Coaching is
- Helping and guiding
- Getting people to set and own their targets
- Helping people to explore options
- Creating a climate which can lead to improved performance

Benefits for the intern
- Job satisfaction
- More recognition for what they do
- Greater rewards for their efforts
- Improved performance
- More effective learning
- Improved confidence
Benefits for the Manager/Supervisor and Host Organisation

- More skilled and confident people
- More clarity about individual objectives, roles and expectations
- Improved output and performance
- Improved efficiency and effectiveness
- Improved communication
- Opportunity to develop/improve interpersonal skills
- Personal achievement through intern’s success

Effective Listening

One of the ways of improving communication is through effective listening. The following tips can help with effective listening which can be applied in a mentoring relationship:

Helpful listening behaviours

- Show you are listening and maintain eye contact
- Use the other person’s name as early as possible
- Summarise to clarify understanding
- Demonstrate empathy and be non-judgmental
- Choose an appropriate seating position
- Uncross your arms and legs
- Lean slightly forward

Probing questions for a coach

- Explore an issue – what do you think of that?
- Get ideas – how can we solve this?
- Get information – which out of these do you find most interesting?
- Check for agreement – do you agree with?
- Check for clarification – can you explain that a little more?
- Get an opinion – what do you think of?
- Get a reaction – what would you do if ...?
- Identify need – what would you find most helpful?
Guideline for effective listening

- Be prepared to sit out awkward silences
- Don’t assume that you know what they are going to say
- Keep clarifying and summarising
- Be a conscientious listener

Guideline for delivering feedback

- Prepare what you want to say
- Check for understanding
- Start with the positive
- Select priority areas
- Be specific
- Help the intern to develop an action plan that is timely and deliverable
- Agree next steps