



valuing your organisation, your people and you

How do you make coaching work for you and your organisation?

Cultural considerations

Are you using coaching in your organisation or planning to for example as part of your talent management approach or as a management skill tool? Have you developed a coaching framework? Here are some "cultural hot buttons" which we would recommend you review against your current culture to ensure that coaching adds value to you and your organisation.

Shift of emphasis in where knowledge comes from

The stretch for most managers when they incorporate coaching into their management tool box is that they are now drawing knowledge out from their employees rather than imparting knowledge. This creates a subtle yet significant shift in the manager / employee dynamic. Managers therefore have to be willing to let go of "what they know" and not offer solutions.

Relationship to risk and failure

A key way coachees learn is through developing their own solution to whatever problem or issue they are working on. Whilst a coach never deliberately sets anyone up to fail, a coachee following their own path may not always get the result they were expecting- which is of course fantastic learning! Managers need to be willing to allow their employees to fail.

Challenge

As employees gain confidence through being coached and recognising they know more than they thought they did, they often become more willing to challenge people above them. If your organisation has a strong hierarchical culture this can be a challenge in itself.

Perception

In many organisations we go into, coaching is seen as remedial. However if we draw on the analogy of sport, all the best athletes have coaches. The question is, how do you want coaching to be perceived? It is therefore extremely important you determine this up front.

Role models

In any organisation, people will look upwards to see what the people above them are doing. Are they being coached? Are they coaching? It is vital that your organisation establishes excellent role models.

Links to other processes

Coaching works best when it is linked into existing people management processes within a business, for example appraisal processes, one-to-ones, talent management, management development, etc. What processes do you link or wish to link coaching to?

Coaching model

Which model of coaching do you consider would best address your answers to the questions above? The main 5 models are:

1. Equipping managers with coaching as a tool that sits in their management toolbox and they coach their own teams.
2. Training a core group of managers within the business – usually from HR and learning and development, whose sole role is to coach.
3. Training a selection of line managers who alongside their day job also take on a coaching role across the organisation (e.g. BBC)
4. External coaches
5. A combination of any of the above.

Wherever you are in the development of a coaching framework for your organisation, call us on 01442 825156 or email us on info@valueu.com to discuss how we can work with you to ensure that you get the results you want from it.

For more hints and tips, subscribe to our newsletter [here](#).

We look forward to hearing from you soon,

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ps Have a look at our blog at www.valueu.com/blog.html and join the discussion
pps Please use the link below to forward to anyone you think might be interested - thank you



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