Note on Muktasamwad - 23rd July 2011- Is coaching a fad or need?

"Is coaching a fad or need in today's organizations? " – was the topic this time in Muktasamwad. The three panel members were Mr.Aroon Joshi, Ms.Tanuja Baljekar and Mr.Mahesh Shibad. Some of the thoughts which they have shared are compiled below-

The session started with a background of coaching – How coaching originated from sports especially Cricket. The example of Buchanan – an Australian Cricketing Coach was shared.

Prof Galway of Harvard says that players should address the fear of failure in the head - ie Opponent in the Head is more formidable than the Real Opponent!! Therefore he made players deal with their potentials. He addressed – What is in your mind that is holding you back and needs to be dealt with!

The role of a coach as an expert and not an instructor, someone who brings out the full potential of the coachee was highlighted. Coach attributes like perceptiveness, empathy, active listening, asking the right questions, giving the right feedback and patience were also discussed. Further, the Coach needs to be aware of his/her own biases and idiosyncrasies.

The process of coaching involving - Exploration, Addressing Coachee's Challenges, Facilitating acceptance, Helping in deriving and executing solutions was touched upon.

The root of the word "Coach" – meaning "Carriage" – from where you are to where you want to go was shared. A brief history on Coaching was shared and also how there exists a gap between training in schools v/s reality in industry. In today's hyper competitive world there is a gap between what organizations expect an individual to do and his abilities. Coaching comes in here- it is important to provide tools to the Manager. It is important to challenge the Coachee's beliefs and attitudes and enhance Self Awareness. Coaching helps to Think, Learn and Act. Experience, Knowledge and Awareness does not necessarily increase Action or lead to behavioral change. Moving away from one's comfort zone will help to bring about change in behavior.

Different types of Coaching like Ontological Coaching were discussed. The philosophy of "Learning by living" was shared. Coaching should happen naturally. However, it was pointed out that as a culture we Indians are not conducive to coaching.

Research shows that Coaching produces observable results. It is increasingly becoming a part of Leadership Development methodology in organizations today. Targeting Coaching appropriately / accurately is essential to measure the progress. The Coach needs to work with the coachee's agenda in order to be effective.

Both, Organizations and Coaches need to ask HARD Questions-
  ➢ What is the agenda of coaching?
  ➢ What are the outcomes one expects?
  ➢ Are we creating value?
  ➢ Does it support Innovation?
  ➢ Are we documenting success?
  ➢ Are we communicating the same?

Effectiveness in Organizations can be observed by the **quality of conversations** amongst all constituents. If this is improving obviously the Organization is improving!

Today's trend of everyone professing to be an Executive Coach was also discussed.

Overall an intellectually enriching session.

Panel members: Ms.Tanuja Baljekar, Mr.Aroon Joshi and Mr. Mahesh Shibad