

**NPTEL**

**NPTEL ONLINE CERTIFICATION COURSE**

**Course  
On  
Human Resource Development  
By  
Prof. K. B. L. Srivastava**

**Department of Humanities and Social Sciences  
IIT Kharagpur**

**Lecture 21: Coaching**

Okay, so welcome to the fifth week program that is on coaching.

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**Module 5  
Coaching**



**Session 1  
Fundamentals of of Coaching**



In continuation we remember we talked about HRD process model last three weeks four weeks in detail starting with the introduction, the contest and then talked about the delivery design and impact of the training program now coaching also a kind of training intervention HRD intervention which come under on the job intervention, right so coaching is always provided while you are working on the job, this could be in a factory this could also in a field, ok wherever you are going to provide this kind of facility either in the real life contest or what you call in similar tech environment, okay it could be done individually whether you go for one to one

coaching and it could also be done, in the group where the one person is going to coach in a group of people, for example on the job, one person supervisor is going to tell you, how to perform a job on particular machine, so that is one to one coaching, similarly in the field setting, suppose there is coach who is going to teach number of players how to play so that is what you call as a team coaching.

Where a coach is going to coach in number of players to change the behavior and performance, so coaching is a on the job method and here what we are going to discuss is that what is the various resource, how do we go about it, how realize coaching situations how design and develop a coaching program, and ultimately how we evaluate the performance in a coaching.

So coaching is directly related to performance improvement, now if you look at this where to find that if you look at this figure this clearly shows that is a person is going that how to jump from one side to other side where there are certain rings without touching it right, so you have to demonstrate it, by way of doing it, so that you will be in position to find out, how to go about it, right but it is not so simple, because the coach who can also called a trainer, must be expect enough and should have all the knowledge both technical and behavioral skills to be an effective coach, right so what we are going to discuss start with is some basic concept relating to coaching right that is we are going to start.

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## Initiating a discussion on Coaching

- Do employee know what they should do and how they do it.
- Does Performance Management is a matter of expecting tasks to be done correctly and on time
- If an employee is not able to perform then it means he does not know how to do it or his attitude is not good



The first session in coaching, so when you are going to start the discussing on coaching you must understand certain things why it is what is the need what is the purpose what are the benefit and these kind of things that we are to discuss, in this case so when we are talking about coaching as such certain thing that comes to our mind that why coaching is required, say if I know how to do my job effectively then coaching may not be required.

Okay, but if I have the knowledge but I am not able to perform my job effectively then somebody has to instruct me how to do it right, so if you look at the first point we says do people know or employees know how to perform the job effectively do they know how to do it , so coaching basically helps you to answer the question that how to perform your job effectively so that you are able to beat the target related to the performance, right this emphasized on how to do it apart from that since management is concern with performance of the employee.

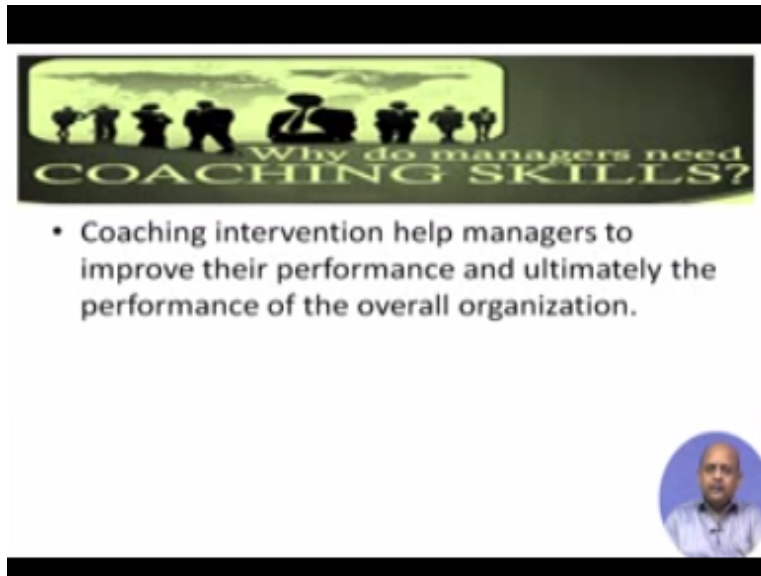
So it not only that how we are going to do it, but whether you are doing it accurately and no or not. That is also important okay so when you to management performance that three are important one is how you are going to do it, so that you are able to perform effectively, but the same time certain constrain that you have to do it accurately and correctly as far as possible given the constrains.

And you have to finish your job on time right, so this accuracy and time, are going to create certain constrains and if you are not able to do it on time if the job is not done directly if you are doing number of things probably you are not going for them. so it is very important to see that

how coaching is going to answer these questions, so that could be two reasons for this either the person is not interested it does not have the right kind of attitude to perform the job because of the motivation, interest and these kind of things or he does not know how to do it, right so if that is situation probably coaching could be better response instead of training right because training is something which covers everything but the output design is develop a program, depending upon he is telling certain specific skills or knowledge.

But when it come to coaching here you are going to see that what is that the person is to be coached while doing or performing a job which may not be in the case of coaching or training so in that way coaching has certain advantage over training and here you have the person who is standing behind you and he is going to tell you how to do it , and he also not only trying to make sure that how to do it, that is also trying in ensure that you have the right kind of attitude and behavior to perform your job effectively okay, so that when you comes to performance management you are meeting .

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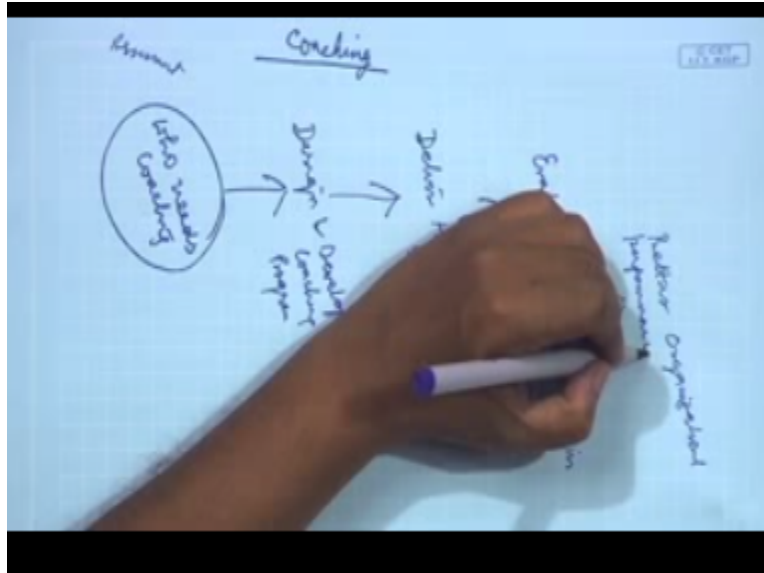


The slide features a title "Why do managers need COACHING SKILLS?" in a stylized font. Above the title is an illustration of several silhouettes of people in various poses, some appearing to be in a meeting or discussion. Below the title, there is a single bullet point: "• Coaching intervention help managers to improve their performance and ultimately the performance of the overall organization." In the bottom right corner of the slide, there is a circular portrait of a man with a beard, wearing a light-colored shirt.

The targets as an when it is required, now if you look at this figure, it gives you certain indicators if five people standing in different positions right what does it mean does it mean to bring about the informative or they are doing different kind of things or does not mean are they are not united, so it could give you different kind of responses okay, so when you are going to insure that yes mangers also need to develop certain it is not that people who are all going to perform and expected to do it in a current and timely way but it is also expected from managers that they have the right kind of skills to perform the job effectively.

So it is not only that you require coaching but also mangers need to be trained and need to have to develop certain skills which are important for coaching now if you look at this see what happens that if you are going to coach people then it is going to help people to improve their performance ok and that ultimately lead to the performance of the organization ok so coaching is to be treated as a intervention, which will have the same set of process.

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If you look at coaching as an intervention it will have who need coaching right this is the assessment part then you are going to design and develop the coaching program, once it is designed develop you have a coach then the coach who are going to deliver the program or program or start coaching then you are going to evaluate, evaluate in the term that whether there is an improvement in the performance or not, improvement in performance then this would lead to better organization performance right so in coaching also we exactly follow the same model that is used in any other HRD intervention, whether is related to training or anything else, so we will go by the same process model even for the coaching to see that how we are about identifying the needs how we go for analyzes, how the coaching is done, what kind of require for the coaching how coaching is performed, for the different phases of the coaching.

Then ultimately we will see that how coaching is evaluated right then moving to the next part.

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Why do managers need  
**COACHING SKILLS?**

- Coaching intervention help managers to improve their performance and ultimately the performance of the overall organization.
- **Lack of transfer in learning and lack of sustained behavioral change** pointed toward the **need for more individualized, more engaged, more context-specific learning**



Why coaching is required because sometimes what happens people have the request knowledge but they are not able to transfer, it on the job it means the skill part is missing there are not able to change the behavior on the regular basis, because if you are not going to change the behavior on the certain basis today you may bale to perform but tomorrow you may not able to perform, right so coaching is something that is more individual where you require more engaged and context specific learning from the coaches, and that is what coaches have to understand that they are going to help participant or coaches.

They are known to see that how they are going to perform certain job using their knowledge and they are going to strengthen that behavior so that on the basis, there are going to improve their behavior, ok and for that is an you have to see the question has those required skill there able to engage there very focused that is very specific training that is to be given depending upon the requirement of the coach, ok so that there are able to improve their performance.

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## Understanding Coaching

- *Coach* refers to the one who provides one-on-one coaching.
- *Coachee* refers to the one who gets the professional service; namely, it is the executive. Finally, in this article.
- *Client* refers to the stakeholders, including more senior executives and/or HR representatives.
- Coaching has traditionally been viewed as a way to correct poor performance and to link individual effectiveness with organizational performance
- It emphasizes self-awareness and learning by the one-on-one relationship between the coach and the executive

Inform > Teach > Guide > Recognize



Now once we discuss we have to understand that coaching is basically Okay, it takes about four things what this is the role related.

To the coaching inform teach guide and recognize what does it means first of all you have to find out who are the people who needs coaching so they need to be communicated they need to informed moving to the next level, you are going to face how to do it, and in the process you also need to guide then while teaching you also need to demo, yourself you have to do that ok this is how the things are going to be done and then once he is able to do it,

you need to appreciate, you need to recognize, reward so that the people are able to change the behavior on a system enable basis now with we are going to start the discussion on what coaching he is okay, certain definition you have to understand the coach who is the coach, so the coach is the person who will expect who is going to provide, it could be one to one coaching or it could be team coaching also right then you have coaches, he is the person who is going to be coached right the who gets the professional service okay, it could be executives, the managers ok and finally you have the client is the organized right.


So client is the organization because the coaching has been done improving the performance so that the organization and the stack holder is happy or it could be the HR who is going to see that you are having the request knowledge of a skill to perform well so the client could be the HR department the client could be top management.

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## Defining Coaching

- Coaching involves **practical, goal-focused forms of one-on-one learning** and behavioral change and also in groups as the preferred tool for behavior change
- The purpose of coaching **is to produce learning, behavioral change, and growth in the coachee for the economic benefit** of the client that employs the coachee.




Now the coaching is basically concern with the number of things few things which is not return few things which are return over here for example it is related to unlock your potential means it helps you to unlock your potential it helps you to improve your performance it could be related to certain organizational outcomes and vice versa improving your behavior ok other qualities ok which could be return on those it is not given right when you are talking about coaching and how coaching is going to impact your performance you have to say that what is the role of the coach in the coaches so coaching involves.

What practical goal focused on one and one relationship it means that is the coach and that is a coaches and it is responsibility of the coach, to provide practical and focused skill to a person so that he learn those discuss which is require for the to change the behavior of the performance ok right so that is how the coaching is defined and the purpose if you look at the coaches is to bring about the change in the behavior ok also see that the grow ultimately resulting fit for the client, that is the organization right now.

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Definitions and Purpose of Coaching	
Kilburg (1996)	A helping relationship formed between a client who has managerial authority and responsibility in an organization and a consultant who uses a wide variety of behavioral techniques and methods to help the client achieve a mutually identified set of goals to improve his or her professional performance and personal satisfaction and, consequently, to improve the effectiveness of the client's organization within a formally defined coaching agreement. (p. 142)
Witmer and White (1996)	A confidential, highly personal learning process—an organized, personal learning provided over a specified period of time to bring about the possibility of effective action, performance improvement and/or growth. (p. 127)
Hill, Ottas, and Hollenbeck (1999)	A practical, goal-focused form of personal, one-on-one learning for busy executives and may be used to improve performance or executive behavior, enhancing a career or prevent derailment, and work through organizational issues or change initiatives. (p. 4)
Kampa-Kokesch and Anderson (2001)	A systematic feedback intervention aimed at enhancing professional interpersonal awareness, and personal effectiveness. (p. 208)



If you look at this the number of definition have been given by different author from the literature, and that you can say starting with kilburg he say that it is basically a helping relationship between the coaches and the coaches and the client who is the management who is basically belongs to the management okay, of the organization okay he is going to use the number of techniques and methods to help the client to see that how to identify goals to improve the behavior or performance of the coach to their satisfaction.

To the satisfaction of the organization and also to the manager, also look that another definition say that is highly personal learning process, it is because it is one to one learning relationship, which is very much restricted in organize and this personal learning leads to what effective actions in true performance or growth, now you look at that another definition is says that is the practical goal progressed form of personal one to one learning for executive who want to improve ,for executive who want to improve the performance or behavior right.

Which may be related to growth in the career or performance ok through organization or change initiatives now if you look at the last definitions which say that is feedback intervention it means that when you are going to coach if it is not going to make the desirable behavior then you tell him a actually demonstrate in that how to do it, you give feed back then you ask him to correct his behavior right so that he is able to improve his skills, in the process actually coach is require to have both technical as well non technical skills in indent to effective to ensure that coaching process is effective, now other work that have been done that people off let it says that is an

experience individualized leadership double end process when try to develop the capability of the leader okay to achieve goals and objectives of the organize and this coaching to done through one to one interactions right look at another definitions the process of equipping people with tools knowledge and opportunities that the need to develop themselves and become more effective.

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If you look at another definition by Sperry says that yes it is the form of executive consultation, okay where a coach acts at a facilitator and develop a collaborative relationship.

With coach and executive thought into his skills and we show that one of effective okay, and he communicating the goals and objective organization so that he is able to focus on these kind of things productivity right if you look at the another definition is basically facility participated the coach and the coach sometimes they are suppose to help him relationship right so it is basically it depends upon the kind of development coaches and further both of them about participated.

Because you know the coaching is very much prevalent the field of this course, and then how you are going to be change the behavior of the people in its force that the develop certain abilities to perform well in the field then it also has roots in management education, neurosciences and all it is basically you are all applying the principals of adult learning as you have done in training and you also apply the principals of adult development that how they need

to be developed. If you look at this it talks about diverse perspective which is basically providing a root that how coaching is going to help you.

Now if you look at this it comes out a tree. So this tree shows the different kind of coaching that is done for different type of activities, it could be for managers, it could be for life coaching, it could be for performance, it could be for peer coaching where one person is going to coach his peer, it could be for carriers, it could be for integrity, it could be for finance, it could be related to health and wellness, it could be related to his spirituality also. Like you have guru which spiritual guru is going to coach you to improve your behavior and performance?

And then you move towards becoming more and more is spiritual or group coaching especially in the field of sports, sales, for coaching will going to coach sales people to improve their behavior performance for better sales performance and improve customer satisfaction. Then ontological coaching then managerial coaching, so you have different kind of coaching here. Transformational coaching to change and transform the behavior of the people and then you has team coaching. Team coaching and group coaching is basically given in the field of sports. Now if you look at this, you have to perform variety of coaching activities depending upon the requirement, and depending upon the field also, may be in the field of sports, may be in the field of carrier management training, spirituality, sales, finance will be.

So that different areas and since we are going to use theories from psychology will be management, sports, neuroscience also. Neuroscience contributes because it brings about a change in your behavior and you have also use principles of adult learning. So these are the theories and models that could be applied where it comes to identifying coaching moving further, we have to see what are the benefits of the coaching.

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## Benefits of Coaching

- Improves quality and productivity
- Boosts enthusiasm and morale
- Strengthens relationships and communication
- Increases job satisfaction
- Improves teamwork
- Builds trust and enhances loyalty



What does this figure indicate? This figure shows that how you are going to coordinate your activities to perform in this way and this requires extensive coaching it means you have to coordinate and you integrate your activities with other people and here the coach is going to help you to see that you are able to perform as per the expectations. It is a show where you will find some people have meet certain forms using two ladders and that is how they are in the standing position. Actually it is not possible to do it in that way, but you need to develop certain skills to behave in a particular way. So you need to develop not only those skills but you need to see that how you are going to coordinate and integrate your activities with others. For example, in a game whether it is a foot ball or base ball or basket ball or where you are going to play in groups.

The members of that groups are going to coordinate their activities with each other, if they do not then probably not be possible for them to play and win the game, so if you look at the benefits of the coaching it basically helps you to improve your quality and productivity it boost your enthusiasm, motivation, because you get applaud, appreciation, rewards if you are going to perform well. it also its strength and relationship can communication like in a game all the players develop good relationship with each other and also communicate and that is not possible probably, they will not able to perform well.

So it is linked with performance actually and once you perform well it brings satisfaction. And also helps you to develop team work, so coaching basically when it is given in team context

basically the idea is to see that all the members come together and follow certain rules and dynamics of the team to perform effectively and it also helps in building trust and loyalty between the coach and coaches. It could be one to one relationship or one to group relationship.

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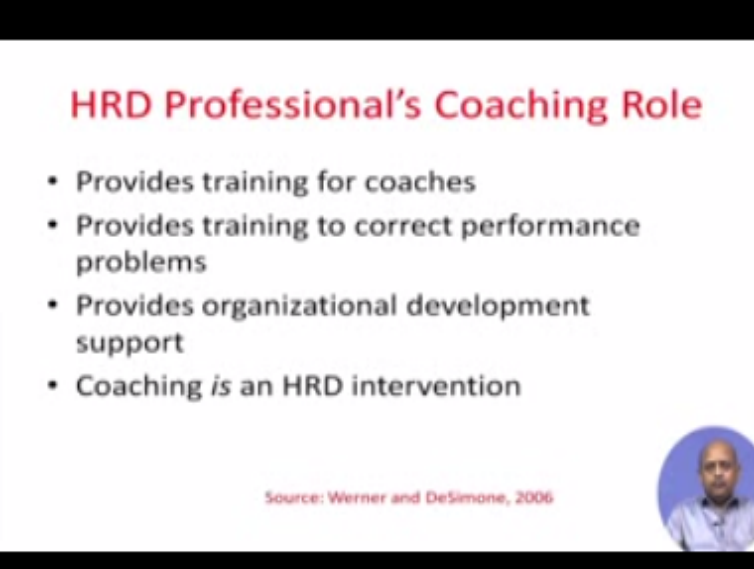
Now you look at the role of the supervisor say this is a game of basket ball. You have a coach and they are having coaches, what is she is going to tell them. As a coach where supervisor is going to perform the role of a coach is going to tell in that what are the different position that you need to take and that is being demonstrated by the coach or the supervisor while playing the game. So the role of the supervisor is very important.

So the role of the supervisor is to see that he is able to motivate the group to succeed, whatever information and knowledge and skill he has, he is going to make use of it to ensure that you are able to develop those knowledge and skill base to succeed and you also try to coach and sometimes you council also to he takes double responsibility suppose somebody is not able to do it, so he gets demotivated, so you need to council him to see that how he comes up. And also have the authority to do coaching.

So somebody is not able to do same kind you can scold him, you can punish him, he is not able to do properly. So that he comes on tract. So supervisor has a very important role provided he is going to perform the role of the coach. Now apart from that he is also responsible for the effectiveness. If your team is not able to perform well. so the blame goes to the coach. As a

coach if you have the responsibility to ensure that your people, your client is able to perform well and he satisfied with the job.

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The slide features a black horizontal bar at the top. Below it, the title "HRD Professional's Coaching Role" is written in red. A bulleted list follows, detailing the HRD professional's responsibilities. At the bottom left, the source is cited as "Werner and DeSimone, 2006" in red. At the bottom right, there is a circular portrait of a man with a beard and glasses, wearing a light blue shirt.

## HRD Professional's Coaching Role

- Provides training for coaches
- Provides training to correct performance problems
- Provides organizational development support
- Coaching *is* an HRD intervention

Source: Werner and DeSimone, 2006



Now coming to the responsibility of the HRD professionals. HRD professionals are supposed to analyze the requirement of the coaching, design and develop coaching program find out a coach and then make sure coach delivers the result and then the HRD people are going to evaluate it and that is the responsibility of the HRD professionals in the process. So he is going to provide training to the coaches, training to the correct performance, provide all kind of support to the coaching process.

In that way as I told you that is coaching is also in HRD professionals are responsible for assessment of the requirement design and development program identifying his skills if required training coaches are the outsources coaches and make sure that these coaches are going to help people to improve their performance.

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## The Role of the Coach

- Establish and clarify goals of the session
- Develop a plan to accomplish the tasks and responsibilities
- Ensure team members have a clear definition and understanding of their roles and responsibilities
- Align expectations with members of the team
- Advise, instruct, and demonstrate desired teamwork behaviors and skills
- Encourage and provide feedback for improvement

Source: Werner and DeSimone, 2006



Ultimately you look at the role of the coach. What a coach is going to do? Once the coach is appointed he has to go through certain processes basically to establish and clarify the goals. And then once he is able to do it he is going to develop an action plan based on the task and responsibility that is given to the people and then make sure that each member of the team has a clear definition understanding of their roles and responsibilities and then also you have to ensure that how they are going to coordinate integrate their activities with the other person. Exception with the members of the team, for example hockey match you know that if you are going to pass on the expression has to know that okay.


If he is going to pass the ball, then it is the responsibility to take it. So these kind of expectation and this has to be developed by the coach that how to go about it. then he is also going to advise instruct and demonstrate how to go about it then how and when you are going to play as a team, what are the behavior sense skill that is required and it is his responsibility to provide feedback for improvement and encourage also motivate you to see this is what you need to do this is what you are going to do it so that you are able to perform well.

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Difference between Coaching and Mentoring		
	Mentoring	Coaching
Purpose	Diverse from socialization to management development	Improving performance through self-awareness and learning
Coach	Internal senior manager	External professional
Coachee	Diverse from lower level employee to high potential	Mostly executive and higher level manager
Process	Less structured and lack of mentor expertise	Systematic and structured
Focus	People centered	Issue and/or problem centered
Duration	Can last for a long time	Short-term

(Source: Jarvis, 2004)

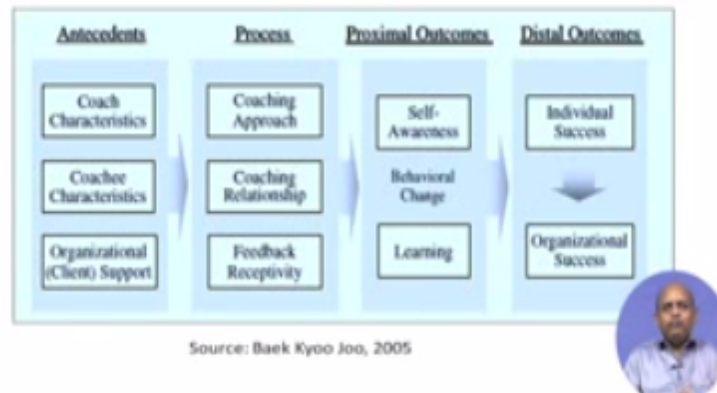


And we also need to differentiate between mentoring and coaching. We have been talking about coaching and mentoring in sometimes simultaneously, but you need to have a much cleared definition because if you are talking about mentoring a mentor is somewhat who is the very senior experience professional who is responsible for the growth and development of someone who is junior in the organization. So you have a mentor and a mending, it could be formal and it could be informal. The idea is that the mentor is going to help the menty to develop the knowledge and a skill and also ensure that is personal and professional growth takes place.

While in coaching basically the idea is to improve the performance on the job. So that is the major difference between mentoring and the coaching though he will take up in this topic on mentoring separately but you need to make a difference between mentoring and coaching.

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## A Conceptual Framework for understanding coaching



And finally you have to see the frame work for understanding coaching. What are what is process, what is image that outcomes and what are outcome that expect at means that what are the characteristic of the coach is and what kind of support is required. And then how coaching is done in terms of process how it develop relationship, how you provide feedback and then whether this leads to better understanding about themselves and whether learning takes place or not. If you better understand yourselves then you know how to work on your weaknesses develop your strength that leads to individual success and if learning takes place you improve your performance which results in organizational success. Thank you very much.