

**NPTEL**  
**NPTEL ONLINE CERTIFICATION COURSE**

**Course**  
**On**

**Human Resource Development**

**By**

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**Lecture 24: Coaching (Contd.)**

Okay so welcome to the fifth week course and with the fourth session where we have been discussing about various issues related to the concept of coaching and now what we are going to discuss is that is related to skills that coach require. You remember before that we talked about how the coaching is done; it means that you need to identify who needs to be coached.

Now when it comes to coach it is basically related to the selection of the coach then you have to find out whether the coach has the competencies knowledge and skill base which would be helpful them to coach either individual or a group right. So what we are going to discuss here is basically related to some of the skills of coaching or the managers or coach whosoever is there who is going to coach the people.

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So in this topic basically we will discuss about various coaching a skills, so we start a session by showing you a slide.

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## Characteristics of an Effective Coach



If you look at that example some of the things that he had can be explained in this. Now the first and the most important thing for a coach to have a good communication skill, so when you are talking about the communication skill it means that you should be able to communicate treat forward it should be able to see that, whatever has been communicated is going to have this influence how you communicate also made address not only communicating but you also have to provide feedback about the performance.

While a person is being coached okay and then you also need to develop good understanding related to what to they want, what is their requirement so you need to listen them and that is sound there quality that is you will find that the movie Shah Rukh Khan need to played very well. Now coming to the next task that he had was improving the performance, so the team was almost shattered they had internal differences the group dynamic was not good okay they have conflict within the team.

So all this is not going to help the team unless you are able to built good relationship and thinking about the performance right, these two points are very important whether it is building relationship and then looking after the performance. If you look at building relationship and if you look at a the movie he adopted number of techniques like he tried to established personality with each and every player and then try to develop confidence and then he tried to see that people are going to trust on each other, not only trust on each other but also trust on the coach also trust on the coach okay.

And then he also tried to motivate all the members of the team, so that they are united and play together and in the process when you are going to develop relationship this is very important then you have to look at some of the personal issue that some of the players had with each other right. You need to work out these personal issue very intelligently, so that matter is resolved okay and sometimes you had to control difficult situations and in the movie you have seen that sometimes the coach had to control difficult situation and you have see that, what are the skill that is required for him to deal with these kind of situations.

And ultimately if you look at the characteristic of the coach in respective of these characteristic if he is not able to help the team or the group, individual too improve the performance then no point right. So performance improvement is the main agenda for which we are going to build the relationship for which we are going to have good communication skills right, so when it comes to improving performance of the people of those who are going to request you set the goals performance that is going to achieved and then you see there what kind of improvement is possible.

So if that is not possible what would happen it is not if you are not able to work it out then it becomes very difficult and then it only not become difficult but you have to see that how it can be done, so the measure is that once you set the goal you are going to coach them to see that there are able to improve their performance and if they are able to improve their performance the next task is that you are going to reward okay it could be financial, it could be non financial like appreciating encouraging team members okay that is also kind of reward okay.

And then if they are able to meet the goal again going to reward them okay, so if the team is not able to perform some people are not able to play well, then you have to deal with the failures sometimes will find that some of the members are not been able to take up the task to this standard then you have to see that what need to be done, yes when you are going to players is sometimes in your table right so you have to see that how you can use this to change your strategy.

So that next time when you are play next time you are going to perform you are going do it in better way and this setting of the goal linking of the reward okay dealing with fellows while you are to take up all this strategies to see that performance improvement happens the most important is that you look at each and every one and see what are their strength and weakness, so that is

one thing you have to look at and then you need to see that ones you are going to access their strength and weakness, you further see that the strength become much more stronger and the people are able to overcome their weakness.

It is not that you are going to concentrate or focusing only on weakness to improve the performance, while that is important to see that weakness is overcomes the people but at the same time you also need to see that they able to further strengthen the strengths right. So with this you can see that once all this done then you are going to see that the people are going to perform right. So it happens it means that they are going to perform the job or they are going to play the game and while playing you are going to see that what is happening and in between that also you are going to give feedback when it is required.

So that they are able to do the job effectively and then you have to monitor it regularly, so that they are able to do it very well, so what actually I am trying to tell you that these are the sound the characteristic which is required by coach to effective and if these characteristic and skills are there then probably the coach is going to be very successful in performing the job effectively.

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Now if you look at the coach as skill builder right, so the major responsibility of the coach is to ensure that people develop those skills which is required for them to perform the job effectively now if you look at this picture you will find that at the this is a skill based session means that when you are going to coach some you are going to give time resources to ensure that people are able to learn things right and that is where you are going to that the number of points in the inner circle okay.

That is you are going to have the strategic alignment it means that you are going to link on the goals of the individual with the goals of the department you needs of or the organization, so that when you are contribute it is going to help in improving the performance of the organization then you are going to frame, framing what? Frame norm, framing rules okay goals and objectives that is to achieved by the team or the group. So because the framing is not done then you cannot proceed for that then thought provocation, what is thought provocation means then think through it how you are going to achieve it okay.

And then there is going to be kind of sales and service is that what you want, I will provide you okay. So it means that the course is there to serve as it when it is required but you have to demand, so that it what happens in this phase. So you have to see that you are able to identify what is the requirement for yourselves and ask from the coach okay. This is what I want to learn and then he is going to provide that kind of skill to you okay. And then if he is going to do that then ultimately we are going to see that how it is happening okay.

And then you are trying to internals those things that are you learn it so that you can achieve it right. Now if you look at the outer circle you will find certain things, which basically helps you like sales and service related to what you called conversion between the coach and the coaches, progression related to observations thinking through it so that it happens okay, framing little bit of progression also deals with feedback.

So that you provide the feedback of what will be happening? How it is going to be there and then ultimately you are going to see that the regression is going to happening and that is related and acknowledgement is basically nothing else but recognizing okay. So it starts with awareness of that coach has to focus on what are need to be learned, then he as to see that what are the service and whether it is aligned with goals and objectives.

Then he is going to frame certain rules and regulation, then he is going to observation and then he is going to allow them to think about it and then the system goes on and ultimately he is going to observe and perform. So that it happens. So these are some of the skills that need to develop by the coach in order to effectively perform on the job that is given to him.

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Now look at this so from that is what we have derived here is 5 major skills which we will discuss now, it is very important that is facilitating okay. The role of the coach is to facilitate learning and that is how he is going to demo it he is going to tell you how to so it and he is going to properly involved okay and participate in the process so that you will learn. Then he is going to observe you perform and then he is going to listen to you and then since you have any question he is going to provide answers to you.

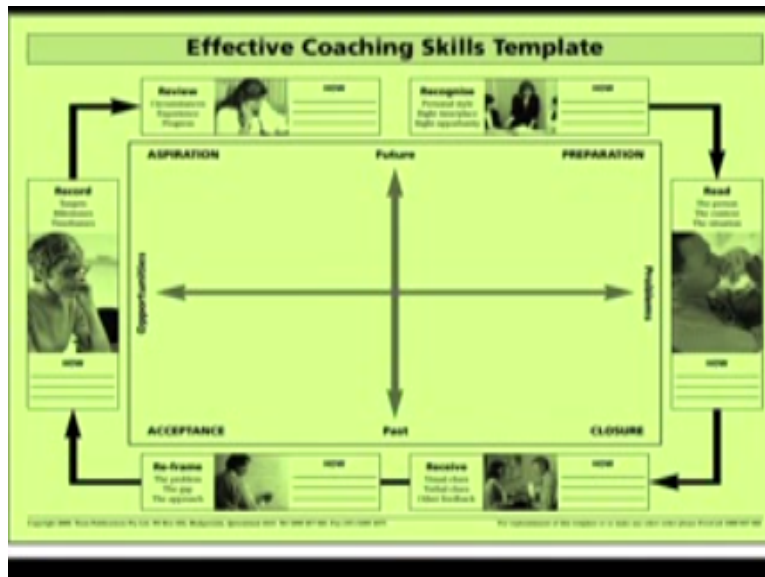


He should not have any subjective biases and he is going to make judgment only on the basis of what you do? What is your performance? And then he is going to create certain conditions, that is enables to ensure that those conditions and context are favorable which is going to help you to perform it. In the entire process he is going to encourage you. Encourage in sense he is going to see to it that whenever you are going to perform he is going to support you he is going to see that how you do it.

And there is any problem he is going to tell you, he will also motivate you to how to do it, he also going to reinforcement if you make it a positive and that is how he is going to encourage you and if you are doing it well probably he will link to reward also. So these are some of the skills that the coach has but if the coach is not going to follow through these kinds of things probably he will not be successful.

Similarly he needs to see the kind of relationship that he has with the team and the other members because very thing depends upon the kind of relationship that people have with each other and what kind of the expectations they have with each other okay that is also important.

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Now moving to the next part if you look at this it will show you the template related to different kinds of excuse that the coach should require okay. So if you look at this there are two arrows, one is related to this, this is past and this go to the future and then if you look at this theses are

problems and these are the opportunities. On this four dimensional you can say there are 4 kind things that is first is what we called as aspiration.

And then 2<sup>nd</sup> is preparation, 3<sup>rd</sup> is acceptance and 4<sup>th</sup> one is future. Now if you look at this what are the different kinds of activities that you are going to perform. If you really want to have a good coaching skill these are the important points. So you start with what? Look at the problems that you have and what are the opportunities that is available to you right so if you are going to identify a problems it could be related to the individual it could be relate through the context that the environment it could be related through the satiation right so you need to identify that and then have to see that how you are going to identity the problem of a person's at the first steps okay.

And once you are able to do it then you have to see that is what is your target that you want to achieve what your goals and objectives right what are the milestones that you have set for yourself and what is the time frame within which you want to achieve it okay and that is related to what you call opportunities now there are 2 things what you have been doing so far and what exactly you are looking forward that is switcher okay.

That is past and further okay now if you look at this state with what you call the problems and opportunities and past and further and find that is 4 quadrant angle which deals with aspiration acceptances preparations and closer now if you look at first one that is aspiration which deals further what thinks exactly want to an then opportunities so since opportunities and further is related to aspiration means there you are going to see that what you actually are going forward to and how will you reach to that okay.

So you identity for your targets mile stones time frame within which you want to achieve it and then you go for review of situations and if you are experiences and the progress that is you have it towards the further right now if you look at this problems and the further it means that look identify your problem based on the your analysis system and weakness context or the environment in which you are going to work and also the situation then you see that what exactly you are looking forward okay.

And then prepare yourself okay you might go for a change on your style okay you want to see that yes you are going to do the right kind of things which is going to be part in and then you are

able to identify your right kind of part something is for you right then moving to the 3<sup>rd</sup> stage that is acceptance now if you look at acceptance is related to paste and opportunities what does it means it means you accept yes that there is a problem okay.

Related to your past but you are going to explore their opportunities so once you accept it you are going for reframing the things it means you are going to change certain things so that you can explore those opportunities you looking at the problems you are going to see that what you can do okay what you have and what you want to achieve so you need to identify the gab in the performance then you are going to see that how are we going to take it okay.

Once you have accepted that is there is a problem let performance and there is a gap in your performance then you have to see that how going to approach, so that you can achieve the goals and objectives that is defined there to with the given time and finally once you have done it probably would be able to achieve but the problem happens that you if you are not able to identify your problems okay and you trying to live in the past then probably will not be able to go and develops.

You have to see that what next to be done right for you so that you are able to grow end up so it is look at this template tells you what are the different activities that needs to be done or these two dimensions are related to time and have problems in a parts of this right, moving further let us discuss some of the important skills that.

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Co-creating the relationship	
Description: forms the foundation for the designed alliance between the coach the client.	
Social Competence (SQ)	Emotional Competence (EQ)
Building relationships to establish a personal bond with clients by creating a safe, supportive environment characterized by a trusted partnership, mutual respect, and freedom of expression (e.g., encouraging engagement and establishing trust)—Goleman (2006).	Accessing one's coaching presence by being conscious of one's own thinking and effectively managing emotions (self and others) to ensure client engagements are experienced as open, flexible, and productive (e.g., self-awareness, self-management/self-regulation)—Goleman (1995).



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It is required okay the most important thing that I told you is related to what you call developing the relationships and that is named as co creating the relationship the relationship between the coach and going to reports are coaches if it is proposed right, so if you look at this relationship basically the foundation for developing good a lines between the coach and the client right and if one to built good relationship there are two important dimensional that you need to develop that is social competence and emotional competence.

Now if you look at social competence that how you develop a personal bond by creating a say and supported environment and with the coach and client okay which is based on trust respect, partnership and where you have to democrat personals both of them, it is not that only the coach is going to have freedom of expression even the client also has a freedom of expression, so they must mutually respect each other mostly trust each other, so they must mutually respect each other mutually trust each other.

So this relationship between the coach and the client is based on trust and respect and then you when you have mutual expectations from issue there you need to express it okay this is what I want here, so if you have freedom of expression then probably the coach would tell you okay this is what I want and then you can also tell how can I get it right, so that is very, very important and this is what we called the social conference okay that helps you to develop goof relationship now apart from social competence.

You also need to develop emotional competence now it is very familiar and this is known as emotional intelligence being emotionally competence mans that you should be able to understand your own emotions , emotions of others and they how you are going to manage these emotions of yours well as others right so for example I say coach you should not show your anger but at the same time you must communicate that yes, you are not happy with the things and how you are going to do it, it is up to the coach right, so make them understand that is you are angry and similarly he would be able to understand it, so the idea is not to make them understand your emotions as well as you should be able to understand their emotions.

So both of them should be able to understand each other emotions very well and then you have to see that how you are going to ensure that yes, these emotions are managed well right. So the most important thing here is actually understanding, yourself and managing, so self management and self understanding is very, very important here and if you have this competencies then it is


good. So when we are talking about emotional competence it ensures that the coach and client both understand each other emotions if they are aware about themselves, there about they aware that okay, how to manage their emotions, feelings and if it is required how they are going to regulate these emotions, right.

For example, suppose a player is not able to perform well he has experienced failures right, so how coach is going to engage him in this kind of experience. So that he came out of it okay, and if he is able to detect it means that he is able to manage it, right. At the same time if you have certain problems, certain financiers that is also need to be regulate, but regulated but in for that you need to talk to the coach so that he is going to help you in the process, okay.

So these social and emotional competences help you to develop good relationship between the coach and the client.

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Productive dialogue skills	
Description: depicts interaction focused on meaning making to deepen client awareness by identifying patterns and values alignment.	
Listening	Questioning
Focusing on what clients say (and do not say) to understand the meaning of what is said in the context of the client's desired results; includes behavioral observation (sample indicators include hearing, understanding, remembering, interpreting, and evaluating)—Bendey (2000).	Inquiry to reveal the information needed for maximum benefit to the coaching relationship and the client, capturing the learning embedded in experience (i.e., combining open and closed questions, asking various levels of question and applying Bloom's taxonomy to generate inquiry, etc.)—Heritag (2002).



Now moving further having a productive dialogue skills, productive dialogue it means that in whatever conversations goes on the between the two that is to ensure that it helps to improve the performance, okay. So the description here is that is you depicts interaction focused on meaning making it means that you do something that is that make sense okay, about which and you also help clients or coaches to make them aware about what they are doing and how they are going to ensure that whatever they are going to do is going to help to improve the performance, right.

So too more skills are very, very important that is listening and questioning, now when I am talking about listening it, it means that you need to focus on what client say and also do not say because from the body language you can understand certain things and that is a part of non-verbal communication, okay he may be angry but he is not saying but you should be able to understand yes, probably he is angry, okay or he is too depressed, he is high certain excites, right.

And then you also need to identify what is the context okay, so it is very, very important to develop these kind of a skills, so you go for behavioral observations, it also includes hearing, understanding, remembering, interpreting and evaluating whatever is being said by the coach and client to with each other, and then second is questioning asking questions that is very, very important okay.

Because unless you ask questions probably you will not be able to get information from each other right, so if you want to get maximum benefit it is very, very important that both of them ask questions from each other right, it could be open closed questions or a different levels and then you can apply certain things that is how to go about inquiring right, so these are two important things related to this coaching a skills.

Then the most important things as I told you that related to improving performance that is helping other succeed, how the coach is going to help the client to ensure that he performs well okay and that is when you are going to ensure that yes you need to commit yourself the kind of structures support system and resources that is required.

And this is what framing reframing are contribute right so here we have to say how you can help executives to expand their work mental models so because people come with certain narrow mindsets okay so you need to stretch it you need to ensure that people come out of it they able to experience the work which is going to broad in their for hygiene their thinking and they can think something that is beyond what is thinking so far it.

It means that they have to go for reframing their mindsets and that is very, very important right and that requires out of thinking creative in the process right taking of the challenges all kind of things then contributing how will you are going to contribute to it that is very, very important to see that while they will not mind you are going to communicate what is expected from you, you have to see that in what they both are going to contribute to support facilitate learning.

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## Skills for Effective Coaching

- Communication skills
- Interpersonal skills

Source: Werner and DeSimone, 2006



So that you are going to perform well so this are the basic skills that is required whether coacher's which is very, very important and that is what we are discussed so for so if you look at this two most important skills that is required is communication skills and also the interpersonal skills apart from the technical skills we have been able to identify two measures skills that is communication and interpersonal skills okay.

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## Communication skills

- **Attending skill:** Maintaining eye contact, Speaking in a warm and natural, and Encouraging
- **Feedback:** Provide clear and accurate feedback, non judgmental attitude, timely and to correct the behavior
- **Paraphrasing:** concise restatement
- **Reflection of feeling**
- **Open and closed questions**
- **Focusing on difficult areas** and how to deal with

Source: Werner and DeSimone, 2006

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Now if you look at communication skills which is very, very important it means that you should have the ability to listen an employees to the employees and to get them to understand what

effective performance is and how to achieve it, it means you need to communicate what is expected part and they understand what they are going to do and how they are going to do and that is your communication is going to help you to big process right.

So some of the communications skills that is very, very important is depending upon the requirement of the job is writing skills speaking skills and active listening skills that have been discuss it so these are the filtered out after the discussions which will discuss sit now one by one so if we look at the communication skill like attention okay so when you are going to communicate you have to be attentive.

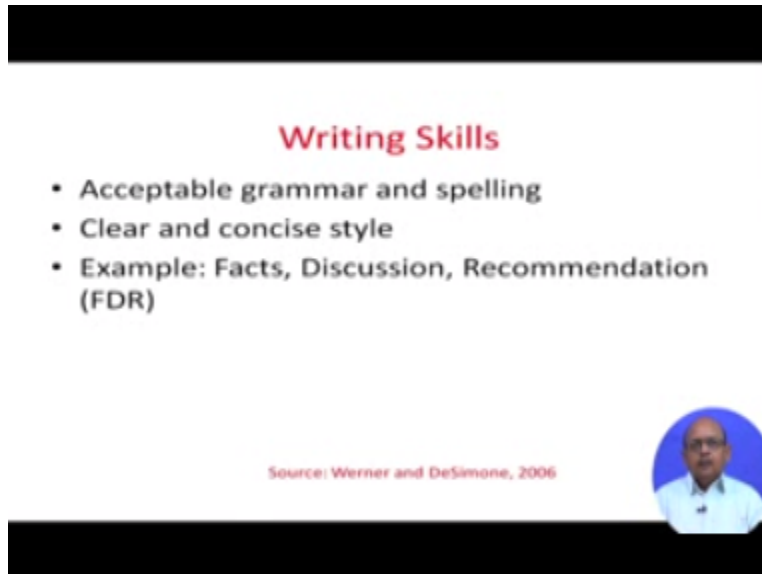
That means you need to make an eye contact you have to speak in a natural voice you speak in such way so that it will encourages right then at the same time you also need to provide feedback how well you are doing and it has to be very clear objective accurate without doing the it just and within the time frame so that if the behavior is corrected and people are able to perform effectively within a given time and then paraphrasing is suppose somebody saying that somebody is asking question so as a case I suppose it to be able restate it in such a way so that you think you that you have understood it so that sometimes you need to go for paraphrasing.

Okay this is what you mean to say and that is what actually happens in paraphrasing then you also reflect this is what you mean right this is what you been thinking about so that he understands okay that you have been able to effectively communicate whatever what you want to communicate then asking questions whether you are going to ask open questions because if you are going to ask open questions it could be probing in nature.

And that is where you get better information or closed questions depending upon the requirement and then suppose you need to focus on difficult areas what were the areas where the people are not able to perform it and that has to come out and then how they are going to deal it with so if you have a good communication skill probably it is going to help you too deal with all this.

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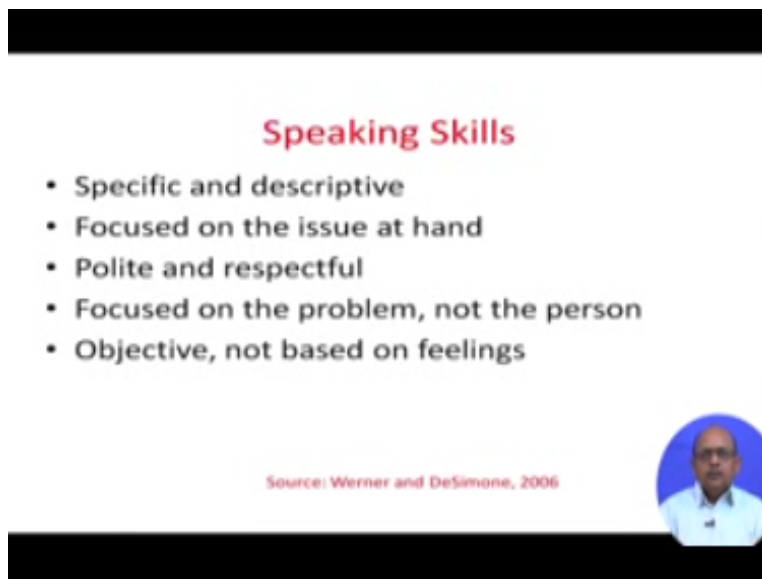
### Writing Skills

- Acceptable grammar and spelling
- Clear and concise style
- Example: Facts, Discussion, Recommendation (FDR)

Source: Werner and DeSimone, 2006

And then writing a skills you have a good grammar and spelling or writing like it has to be acceptable so that people are able to understand what you will write you have to have very clear concise and style so the idea is that yes it should be based on facts, discussion, what is been recommended so that people understand it that yes this is what needs to be done

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### Speaking Skills

- Specific and descriptive
- Focused on the issue at hand
- Polite and respectful
- Focused on the problem, not the person
- Objective, not based on feelings

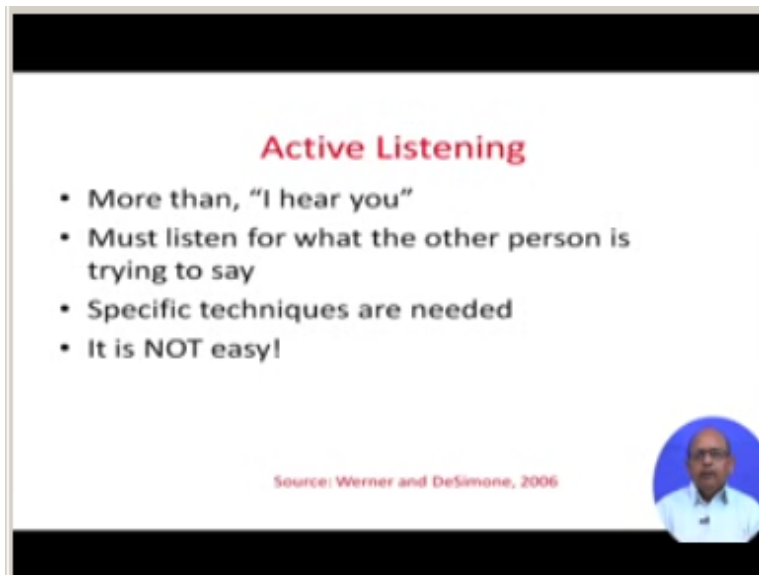
Source: Werner and DeSimone, 2006

So apart from writing a skill you also need to develop speaking skills how you speak specific and descriptive depending upon the requirement you should be focusing on the issue that is to be discussed nothing else for sometimes or you will find that the person is talking about things

which are that is not very important okay so it is very important you need to focus on issues that is that kind then when you are going to speak polite and so you need to show your community and respect to the person with whom you are speaking that makes the sense.

And you also need to focus on it not on the individual part problem okay because you are going to focus on the individual probably you going to be biased because you are looking to certain characteristics which you may not variant so your job is to look at the problem and you have to see that how person is going to develop those skills when can help them to solve the problem and then you have to be very objective so that what he complains at latest which do not based on feelings emotions or any kind of other aspect

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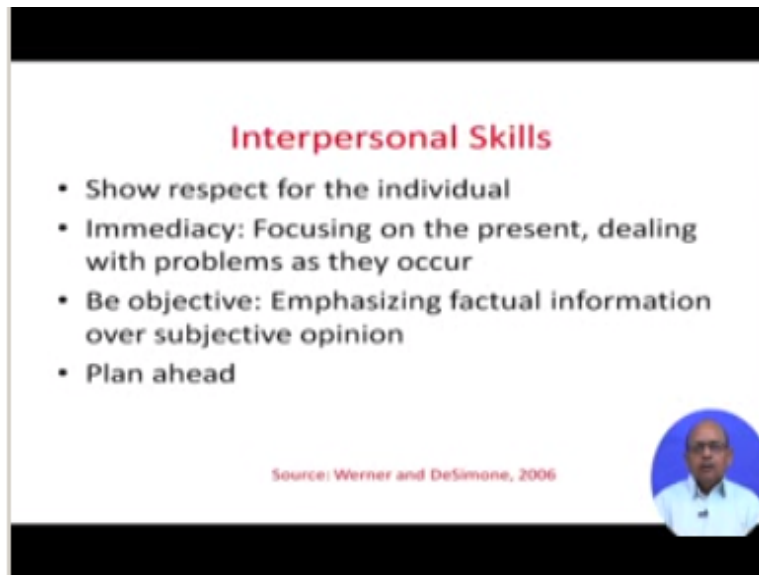


Then the next important thing is listening so most of us are not good active listeners okay so the moment we hear something we start speaking so it is very good to be an active listener in the sense that wait till the person completes and then you say more than I hear you quiz or if somebody comes to end and start talking so unless if in the sense you know to speak so that shows that you have been actively listening to the people.

And then see that you try to find out what he is trying to say so not be able to understand go for refreshing it try to reflect on their feelings as I told you earlier so that the person is able to understand what do you mean and then that requires certain specific techniques that we have discussed like using paraphrasing reflecting on that okay these kind of things but it is not easy

because many of us are not good listeners may be good speakers but when it comes to speaking we are not good speakers.

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Now some other characteristics required like when you are going to open ask mobile internet questions that is to get more and more information but if you are asking very close questions from yes or no okay you are performs is good or bad so you will say bad so if it is bad it means that you have categorized them and then they have not going to do any further probing on why it is happening so to always go for this kind of things to have and open under questions because that could be probing in nature and you get better information similarly if you are going to ask questions close ended questions you get an yes or no answers.

And in some cases the required when you are going to deal with objects facts and this kinds of things right so active listening very important and you have to see that how it is to be done then another important skill is communication skill is inter personal skills by mistakes for the individual focusing on their present dealing with the problems that you are going to have being very objective dealing with facts only and then you have to plan about it so that you have these kind of skills in order to perform well.

And finally you have two in reflect of others make commitment to success of employers be consistent in attitude and behavior you need to develop relationship between could be build on because I told you and you need to demonstrate commitment and respect for others so ultimately the most important thing that is required from is in dignity and if you have this integrity every t6hing works out fine thank you very much.