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maximise performance, and get results*

Performance Coaching

FOR
DUMMIES[®]

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Leadership Coach and Business Psychologist

A Reference for the Rest of Us!®



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***Performance
Coaching***
FOR
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Performance Coaching FOR **DUMMIES®**

by Gladeana McMahon and Averil Leimon



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About the Authors

Gladeana McMahon is considered one of the leading personal development and transformational coaches in the UK. She was instrumental in founding the Association for Coaching for which she now holds the positions of Fellow and Vice President. She is also a Fellow of the British Association for Counselling and Psychotherapy, The Institute of Management Studies, and The Royal Society of Arts. Gladeana is widely published with some 16 popular and academic books on coaching and counselling. An innovator, Gladeana is one of the UK founders of Cognitive Behavioural Coaching and currently works as the Head of Executive Coaching for Fairplace plc and is Co-director of the Centre for Coaching. She is passionate about her work in coaching business and public sector leaders to master the psychological complexities of 21st-century corporate life. Gladeana was named as one of the UK's top ten coaches by the *Independent on Sunday* and *Sunday Observer*.

Averil Leimon made a name for herself in coaching before anyone knew that was what it was called. As a clinical psychologist, she pioneered the transfer of techniques, knowledge, and academic discipline from the reserve of the damaged to the domain of the eminently normal (well, relatively speaking), becoming a Coaching Psychologist as a result. Averil is co-editor of an ever-increasing coaching series. A founder member of the Association for Coaching (AC), Averil was one of the first people accredited by the AC and now works as an accreditator herself in order to ensure high standards in coaching.

Also hailed as one of the top ten coaches in the UK, Averil and Gladeana make a formidable team of heavy hitters in the coaching world.

Averil's company, White Water Strategies, combines the best of psychology and business knowledge to coach and develop rounded leaders who get things done successfully, time after time.

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Introduction

Put simply, Performance Coaching means getting the best out of people at work, and we are passionate about it. If coaching conjures up an image of men in bad shorts with megaphones yelling at would-be sports people, think again. That's not what we do. This is a practical, helpful, and hopefully fun book for you out there who just need to get a good job done well.

About This Book

We care passionately about facilitating change, and *Performance Coaching For Dummies* is the written result of that passion.

We like to roll the sleeves up and start making a difference rather than sitting around defining things. In this book, we encourage you to do the same. Good coaching is highly effective. We really can't stand wimpy, ineffectual coaching. Let's make a difference out there!

We won't pull the wool over your eyes by brandishing jargon at you and creating a mystique around the coaching process. We're straight talkers. We know that you can get great results with your colleagues and staff and make a difference to your business, whatever it is, with insight into our techniques. We hope you enjoy.

Conventions Used in This Book

To help you navigate through this book, we set up a few conventions:

- ✓ *Italics* are used for emphasis and to highlight new words, or define terms.
- ✓ **Boldfaced** text indicates the key concept in a list.
- ✓ `Monofont` is used for Web and e-mail addresses.

Sometimes we (the authors, Averil and Gladeana) use the pronoun 'we' to signify both of us or 'I' followed by '(Averil)' or '(Gladeana)', depending on who the author writing that particular paragraph is.

Also, when speaking generally we use the female pronoun ‘she’ in even-numbered chapters and the male ‘he’ in odd-numbered chapters, just to be fair to both genders!

Foolish Assumptions

We assume, and correct us if we’re wrong, that you:

- ✓ Are quite a sensible, pragmatic person.
- ✓ Are a manager who wants to get the best out of your team.
- ✓ Have a good reason for using Performance Coaching but don’t have time to read a wordy tome or a whole panoply of books.
- ✓ Know that quite a lot of psychology is behind Performance Coaching but don’t really want to get too scientific.
- ✓ Need some quick hits and the tools to achieve them.

How This Book is Organised

For Dummies books give you answers – fast. You may need to know something specific right now; and other situations that crop up along the way will drive you back to read different sections.

You don’t need to read this book from cover to cover – unless you’d like to (and we secretly hope you do!). Look up the bit you want. Check out the table of contents and the index to find what you need.

The next sections tell you what you can look forward to.

Part 1: Getting to Grips: Introducing Performance Coaching

This part is all about painting the big picture. Find out here what Performance Coaching is all about and how to use it. This is where you can begin to work out what you really mean by ‘performance’. Successful Performance Coaching needs an underlying structure and philosophy in order to succeed. This part helps you understand and set up the structure and decide on the goals to shape your coaching.

Part II: Does Your Face Fit?: The Personal Attributes of a Performance Coach

Part II is all about the characteristics you need to hone to be a Performance Coach and how to begin Performance Coaching at work. Really good, successful coaches share a range of attributes that are core to their coaching. Read this part to find out what qualities you need to develop for successful Performance Coaching. Find out how to build the coaching relationship and establish the ground rules. Consider the impact of body language, motivation, and listening skills. Start to build up a repertoire of more advanced skills that can transform your Performance Coaching.

Here's where you get to grips with the basics of setting up Performance Coaching to engage people in the most effective way. In this part you consider the stages of Performance Coaching from agreeing a contract, to giving positive feedback and constructive criticism, through to charting progress and managing emotions confidently as you go along. We share some very simple ways of doing things that make all the difference.

Part III: Applying Performance Coaching

In this section, we put Performance Coaching to the test. If you're gearing up to face some big organisational challenges, this is the part for you. You find out how you can use Performance Coaching as a weapon in the war for talent, as a tool to facilitate change, and as a safety device during organisational turmoil. In this part you contemplate how effective coaching can be in career planning at all stages and in building team effectiveness.

Part IV: Troubleshooting in Performance Coaching

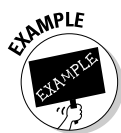
In Part IV we deal with a range of tricky things that can crop up in Performance Coaching. Let's face it – even if you've done all the groundwork, prepared well, and developed the appropriate skills you can still experience obstacles. Personalities clash sometimes. Life in organisations is complicated, with ups and downs, change and uncertainty. In this part you find out how to overcome negativity and deal with strong emotions, difficult relationships, and organisational challenges.

Part V: The Part of Tens

In this part you find a bunch of punchy chapters to contribute to your Performance Coaching excellence and self-development. Even when not Performance Coaching, this section may transform your life!

We also include ten resources to professionalise your Performance Coaching

Icons Used in This Book



A number of icons help you find the juiciest bits of the book.

Throughout the book we use anecdotes to illustrate Performance Coaching in action, and we use this icon to highlight them.



This icon draws your attention to an important point to bear in mind.



Keep your sights on the target for particularly useful shortcuts or hints.



Sometimes you really have to roll up your sleeves and try something. This icon draws your attention to more practical exercises – we hope you have fun with them!



Performance Coaching is pretty exciting stuff and it's easy to get carried away. This icon asks you to hang on for a minute and think about the consequences of what you're doing.

Where to Go from Here

Jump right into any part of the book that interests you the most. Have fun. Flick through and dip in wherever takes your fancy – you're bound to find something useful. For example, if you want to know more about giving useful feedback, turn to Chapter 6. If you're having problems with an angry colleague, we offer advice in Chapter 13. Above all, enjoy this book, and your Performance Coaching journey!

Part I

Getting to Grips: Introducing Performance Coaching



'They're getting instructions from
the Ultimate Performance Coach!'

In this part . . .

In these chapters you begin to get the big picture. This is where you really find out what Performance Coaching is, and can sample some theories and applications. You start thinking more clearly about what you want to achieve and how you can go about it. You also see how to set up and structure your Performance Coaching.

Chapter 1

Coaching for Performance

In This Chapter

- ▶ Finding out what Performance Coaching is – and isn't
 - ▶ Ensuring that you're cut out for the job
 - ▶ Understanding the Performance Coaching process
 - ▶ Applying Performance Coaching in the real world
 - ▶ Putting a structure in place
-

What is Performance Coaching, and are you the right person to be delivering it? This chapter gives you the answers. We explain the Performance Coaching process and how to apply it in day-to-day corporate life.

Defining Performance Coaching

How many flavours of coaching have you heard of? We have life coaching, business coaching, executive coaching, career coaching, personal coaching, corporate coaching, sports coaching, and coaching psychology, to name just a few. They all have the positive purpose of skilfully enabling someone to change and achieve valued goals but it seems almost everyone who coaches invents a new title for himself. So what are the distinguishing characteristics of Performance Coaching?

Sir John Whitmore, in his book *Performance Coaching*, states that: 'Coaching is unlocking a person's potential to maximise their own performance. It is helping them to learn rather than teaching them.' Performance Coaching means:

- ✓ Accessing potential
- ✓ Facilitating the individual to make the changes required
- ✓ Maximising performance
- ✓ Helping people acquire skills and develop
- ✓ Using specific communication techniques

The Performance Coach works with people, often colleagues, using coaching methods to enhance their existing behaviours and develop new ones central to personal and professional success and, in business situations, the success of the organisation.

Performance relates to effectiveness in terms of leadership, decision-making, relationships, creativity, stress, time management, meetings, and dealing with day-to-day tasks and aims to significantly increase your colleague's effectiveness.

Performance coaching uses many models and theories from business and psychology as well as from general management approaches. Put simply, Performance Coaching is all about making an individual more effective and efficient.

Coaching can be useful in the following situations:

- ✓ Something going right – a success is a good opportunity to build confidence and guarantee repeated success
- ✓ Something going wrong – mistakes and failures create opportunities for development
- ✓ Planned delegation
- ✓ A new job, or a new role within an existing job
- ✓ Talent management
- ✓ Special projects
- ✓ Attending meetings

Information about all these scenarios is included in this book.

Seeing how it all started

Sports coaching usually gets the credit for having started the whole coaching business. If you suffered through school PE lessons, however, you may wonder if sports coaching ever made it further than the elite sportsmen and women of Olympian levels. Tim Galwey, writer of the *Inner Game* book series, applied cognitive

psychology techniques to the sports field, working on the thought processes of players in order to increase their skill at the sport of their choice. Athletes who trained this way took their skills out into a variety of other applications where they thought coaching may transform performance, and Performance Coaching was born.

What Performance Coaching Is Not

Sadly, people can make mistakes when trying to Performance Coach. In this section we warn you against inappropriate or ineffective approaches and beliefs about Performance Coaching.



Coaching is still largely unregulated rather than an established profession.

The remedial class

Coaching often used to be perceived as remedial; sorting out problems and putting things right. All coaching has an element of removing blocks to success – the ideas or behaviours that stand in the way of your colleague's best efforts. However, in Performance Coaching, the basic assumption is that your colleague has the capacity to perform even better, rather than that he must rectify issues. Performance Coaching is not about:

- ✓ Highlighting flaws or weaknesses
- ✓ Correcting failures
- ✓ Managing poor performance

Performance Coaching is about helping individuals be the best they are able to be. Sometimes this means helping someone improve his performance to the required standard. Coaching can also mean working with a talented individual to develop his skills even further. The idea that Performance Coaching is always about catching up is only part of the story. Many colleagues who go through the coaching process do so to ensure they are able to continue to develop their considerable skills.

The psychiatrist's chair

Performance Coaching isn't your opportunity to grab a pipe, install a couch, and draw out deep-seated issues in an Eastern European accent. Everyone has problems. Delving into the origins of issues as a precursor to working them out and fixing them may be interesting. However, Performance Coaching takes the premise that your colleague 'ain't broke' and that he has the reserves he needs to move forward through coaching. Performance Coaching is about the future rather than the past.

The 'I didn't get where I am today by . . . ' spot

One of the Videoarts teaching videos, featuring the comedy actor John Cleese, used to start this way: 'Let me give you a piece of advice from my experience. Never give anyone a piece of advice from your experience.'

Old-fashioned mentoring used to use this technique of benefiting from another's experience. Performance Coaching is not about exhorting people to listen to your wisdom, mistakes, and experience. Instead, Performance Coaching means helping people to improve their existing skills and develop new ones.

Looking at an Overview of the Coaching Process

Traditional styles of management may be effective some of the time but are limited in their ability to effectively access people's potential. The 'command and tell' style tends to work best when the boss remains on the premises. When the boss is absent, people are less likely to be self-activated, preferring to wait and be told what to do because they know that's what's going to happen in the long run. Old-fashioned management that treats people like children results in childish behaviour such as 'the cat's away, the mice will play'. Performance Coaching as a management tool gives back to the individual the responsibility for his own development and career.

A myriad of opportunities for coaching present themselves on a daily basis. *Water cooler coaching* involves coaching on the hoof; in the train, at the photocopier, wherever necessary, as the situation unfolds. On other occasions, setting aside designated time to coach a colleague about his development and future is a mark of true respect and good management.

For example, your colleague may be struggling with a new piece of work. In the old-school style of management you'd tell him what to do and how to do it. However, as a manager who using Performance Coaching skills, you may decide to sit down with the individual and encourage him to consider ways in which he can deal with the task in hand. This type of approach encourages your colleague to think through situations rather than simply do what he's been told.