

How to be a coach in the workplace



This toolkit provides essential resources for becoming an effective coach in the workplace. It offers practical guidance to help you lead, inspire, and support colleagues, fostering growth and positive change in your organisation.

What is it?



Coaching focuses on specific skills and goals, and may also have an impact on an individual's attributes such as social interaction or confidence.

Chartered Institute of Personnel and Development

What is, and isn't good coaching?

- ✓ A great way to prepare for change.
- ✓ Appreciation of the mistakes.
- ✓ A way to expand skillsets.
- ✓ Psychological safety.

- ✗ A solution to every need.
- ✗ For everyone.
- ✗ A hand-holding exercise.
- ✗ Performance management.

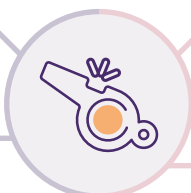
What role does a coach play?

Skilled

Coaches should be properly trained as coaching is a specific skill and activity.

Contractor

Coaches will secure agreement from the individuals concerned. This agreement will have specific goals, timings, KPIs, as well as a promise of confidentiality.



Coaching to empower

Coaches should follow an established methodology, for example the GROW model (Goal, Reality, Options and Will).

Asks questions

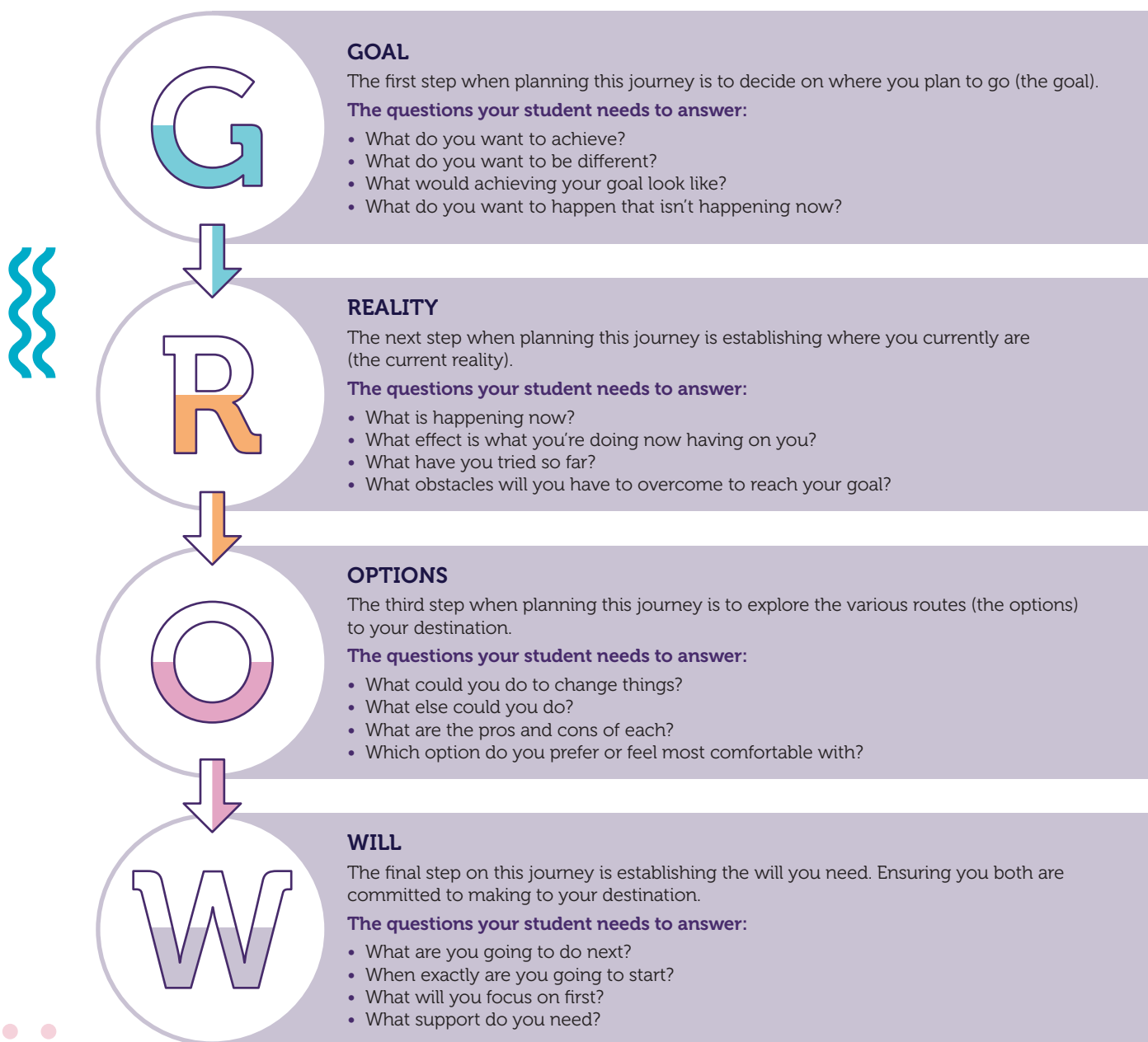
Coaches will ask questions to challenge their student. This will help them explore different avenues and perspectives.

How do you coach to empower?

The GROW model

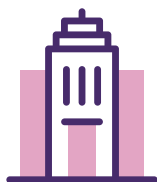
This simple but powerful tool will help you structure the way you coach someone. A good way to think about the GROW model, is to think of how you might plan a journey.

As the coach you should guide your student through each stage of the model. By asking them specific questions for each step you will be able to create a clear plan that will establish not only what they want to achieve, but how you as their coach support them.



What are the benefits of coaching?

The main aim of coaching is to benefit the student, but if done well and correctly, both the organisation conducting a coaching programme and the coach themselves will also benefit from participating. These benefits can be less immediately or directly felt.



The organisation

- More skilled and adaptable workforce.
- Increased organisational resilience and capability.
- Reduction in staff turnover and hiring costs.
- Identifies organisational strengths and development opportunities.
- Showcases an organisations investment in its people, making it a magnet for top new talent.



The student

- New skills that will support professional development.
- Improved readiness for organisational change.
- Greater contributions to their team and organisation.
- Improved confidence.
- Stronger workplace relationships and communication skills.
- Heightened awareness of their career aspirations and future areas of growth.



The coach

- Demonstrates your commitment to human resource development and the upskilling of those around you.
- Gain a greater awareness of other people's perspective.
- Provides a learning opportunity.
- Enhanced leadership abilities and decision-making.

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