

COACHING METHOD IN MANAGEMENT

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Abstract: The paper deals with the investigation of the newest method, which combines the different methods and techniques, gives great opportunities for employees and executives. Coaching is the process of directing, instructing and training an employee in achieving his goals or developing specific skills.

Keywords: coaching, coach, management, human resources, career, manager.

There are many definitions for what coaching is all about. The dictionary definition of coaching is: "A method of directing, instructing and training a person or group of people, with the aim to achieve some goal or develop specific skills. There are many ways to coach, types of coaching and methods to coaching. Direction may include motivational speaking and training may include seminars, workshops, and supervised practice." (Coaching [сайт]. URL http://www.hrinz.org.nz/site/my_hr_career/coaching/what_is_coaching.aspx)

Using coach approach, managers work to achieve the best operational performance results by developing and maximizing the talents and abilities of employees to their fullest.

Those who manage as a coach still perform tasks; in fact, many work alongside their staffs doing some of the same duties. And those who approach management as a coach recognize they also need to lead and develop others to top performance, because that's how the tasks best get done.

Business coaches live by the principle of *and*; that is, they approach their jobs as a balance of managing both task issues *and* people issues. They see the two as connected. They see managing people as part of managing the work that the people do. (Management Styles: Are You a Coach or a Doer? [сайт]. URL <http://www.dummies.com/how-to/content/managing-styles-are-you-a-coach-or-a-doer.html>)

Coach approaches to Management Functions:

Function	Coach Approach
Planning	Invests time in doing it.
	Often involves others in shaping plans.
	Is future focused
Goal setting	Works with others to develop goals and plans to achieve them.
	Ensures that goals are written and expectations are clear, and then manages by them.
Giving performance feedback	Does so on an ongoing basis. Feedback is tied to what employees are doing.
	Provides both positive and negative feedback so staff knows where they stand.
Dealing with performance issues	Addresses issues in a timely way with solutions-oriented approach
	Works with employees to map out plans for improvement.
Delegating	Does so as much as possible to maximize resources and increase productivity.
	Provides necessary support, lets people handle the job, and holds them accountable.

Mentoring and developing staff	Takes an active interest and involvement in employee learning and growth.
	Supports training and encourages opportunities to expand employee capabilities.

Skilled managers know that the first step to effective coaching is to establish a rapport based on mutual trust. It's the foundation of healthy manager-employee relationships and the key to growth and performance. But that's only the first step. To ensure a truly productive coaching meeting, managers need to follow a seven-step process:

- building a relationship of mutual trust;
- opening the meeting;
- getting agreement;
- exploring alternatives;
- getting a commitment to act;
- handling excuses;
- closing the meeting.

This approach to performance coaching doesn't come from gut instinct or intuition alone. That's why the best place to initiate training is with the *Coaching Skills Inventory*. Designed for supervisors, managers, and team leaders, this assessment measures the ability to conduct effective coaching meetings and build productive relationships with employees. With the help of the *Coaching Skills Inventory*, they develop the ability-and the confidence-to redirect employee behavior and improve everyday performance. (Coaching Skills Inventory [сайт]. URL <http://www.hrdqstore.com/coaching-skills-inventory-coaching-assessment.html>)

Over 91% of all successful individual and group coaching is conducted over the telephone. Here are the many reasons why:

1. Telephone coaching is very effective because neither you nor the Coach will be distracted by physical actions or appearances of each other or the surroundings where you would meet during a face to face coaching session. You want your Coach to be your equal partner and the telephone is the great equalizer. It is very difficult for either you or your Coach to intentionally or accidentally become the superior person over the telephone.

2. Telephone coaching is much more efficient. You and your Coach integrate the coaching process right away. Telephone coaching generally requires 50% to 75% less time than face to face coaching. Also, neither you nor your Coach will need to spend unnecessary time traveling.

3. Telephone coaching is much less costly and has proven to cost approximately 60% less than face-to-face coaching.

4. Telephone coaching is very convenient and relaxing. You will be able to conduct your coaching sessions from any location you wish and be able to select a quiet, private and relaxed place to be during your coaching sessions.

5. Telephone coaching is very confidential. The private and secure place you choose to be during your coaching sessions will assure complete confidentiality. No one will know who you are talking to, let alone what you are talking about. (Why is coaching by telephone so successful? [сайт]. URL http://www.willcoach.net/?page_id=57)

Coaching, is a teaching, training or development process via which an individual is supported while achieving a specific personal or professional result or goal. The individual receiving coaching may be referred to as the client or coach. Occasionally, the term coaching may be applied to an informal relationship between two individuals where one has greater experience and expertise than the other and offers advice and guidance as the other goes through a learning process. This form of coaching is similar to mentoring.

The structures, models and methodologies of coaching are numerous, and may be designed to facilitate thinking or learning new behavior for personal growth or professional advancement. There are also forms of coaching that help the coach improve a physical skill, like in a sport or performing art form. Some coaches use a style in which they ask questions and offer opportunities that will challenge the coach to find answers from within him/herself. This facilitates the learner to discover answers and new ways of being based on their values, preferences and unique perspective. (Coaching [сайт]. URL <http://en.wikipedia.org/wiki/Coaching>)

Coaching is a very useful approach for improving everyday performance. Today many companies use individual and group coaching. This method helps employees to understand themselves better and find new ways for self – cultivation.

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