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## **Closed Probes**

These are used to gain a specific answer, often just a yes or no and always factual as opposed to an opinion.

## **Cause Analysis**

This is a process for ascertaining the reasons for the poor performance of an employee or colleague.

There are five areas to investigate:

- Lack of knowledge/skills
- Theory and skill gap
- Performance inhibited by attitude
- Feedback - does learner know performance needs improvement
- Lack of environmental support

## **Coaching - what is it?**

Coaching is a tailored program of instruction, usually carried out in a one-to-one basis. It is task related and aimed at improving on the job performance and/or future development.

## **Feedback**

This a response by the coach to something the learner has done.

Positive feedback aims at encouraging desirable behavior by describing it exactly and affirming it in a positive way.

Corrective feedback describes the undesirable behavior specifically and explains how it could have been done differently.

Feedback is an essential part of the learning process and to be effective must be immediate and specific, not judgemental.

## **Follow up**

This is part of the feedback process where the coach and learner decide together when and how often to meet again, and what approach to adopt in incorporating the new skill into usual work practices. It is essential to determine follow up to ensure that the new learning endures and to provide a way of correcting any faults that may occur.

## **Infrastructure**

This involves all of the permanent parts of an organization that exist ie the buildings, communication systems, equipment, procedures. Coaching in most cases will not affect any part of the infrastructure - it can easily be adapted to what is already in place.



## **"I" Statements**

These are used by the coach and to be encouraged in the learner to own feelings and opinions.

This technique avoids the stating of opinions as facts which can cause resistance and rebellion in the recipient.

"I" statements involve the use of "I" rather than "you" eg "I am feeling confused about what you said " rather than "You did not explain that very well."

## **Needs Analysis**

Needs analysis in the context of coaching is a procedure for arriving at the needs of an individual in terms of learning outcomes. It is a simple process of posing a few questions and arriving at answers.

- is there a need for current correction of performance?
- is there a need for future development?

## **Open Probes**

These are a type of question that elicits expanded answers. It is difficult to answer them with a yes or no and often requires the respondent to give opinions or explain feelings.

## **Optimal Performance**

This is the best that an individual can produce under the circumstances.  
It is a most desirable aim for anyone in an organization.

## **Outcome**

An outcome is the desirable end product that results from an activity which in most cases is a learning process.

## **Practitioner**

This is someone who works in the area that the learner is to be coached in. A practitioner who has the day-to-day experience of the tasks to be learned is more likely to ensure that the learning is relevant .

## **REACH Model**

This model of coaching covers 5 steps:

Recognizing the performance problem

Establishing the needs

Analyzing the causes

Changing the situation

Handling the coaching session

## Handling the coaching session

- Plan
- Open the session
- Assist learning
- Exchange views
- Establish method
- Demonstrate
- Practice
- Give feedback
- Arrange follow up and close



## **Reflective questions**

These are used to confirm the feelings of the learner by paraphrasing and interpreting what you as coach believe has just been said. These often begin with "so", or "what I hear you saying..."

## **Silence as a probe**

Silence is often an effective way of getting someone to say something because it allows that person time to think without having to respond to something you have said or can sometimes get a reticent or shy person to speak because she or he is uncomfortable with silence and feels the need to start a dialogue.

## **Summarizers**

These are used to recap on what has been said. These can begin with phrases such as "In short..", "In conclusion..."

## **Supportive Coaching Behavior**

Are actions that ensure that the coaching session is learner centred by creating an environment of mutual trust and honesty. Specific behaviors that achieve this are:

- the display of openness in manner and word
- use of "I" statements
- avoidance of the use of positional power
- statement of opinions as opinions and not facts
- speaking no longer than 15 seconds
- continual checking of the procedure with the learner
- being solution minded, not problem centred

## **Sweepers**

Use these to ensure nothing has been left unsaid. eg "Is there anything else you want to ask me? talk about? "

