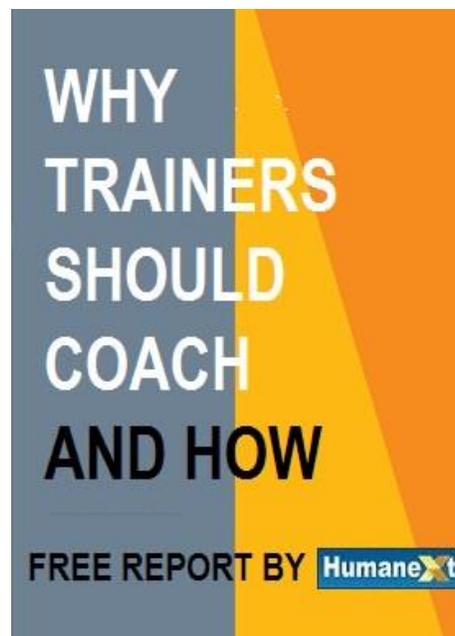




WHY TRAINERS SHOULD COACH

AND HOW



institute for Training And Coaching 

WHY TRAINERS SHOULD COACH

The Challenge

The biggest challenge for all training and learning programs is to ensure the application of new knowledge and skills in the workplace so that a return on investment is achieved.

The Alarming Data

According to research published by “*Knowledge Advisors*”, 76% of learners apply 50% or less of what they learn. In any other part of the business, a waste cost of 50% would be unacceptable. Yet, there is little being done by many trainers and training departments to reduce this cost and increase the application of learning.

On the other hand, increasingly many top leaders demand more accountability and better results from their training departments. So how can this waste be minimized and ROI on training improved?

The Answer

Coaching is increasingly being seen as the answer to this problem.

A frequently cited research by Olivero, Bane & Kopelmann on the impact of coaching in a public services group reported that training alone resulted in a 22.4% improvement in performance. However, when the training was supported by coaching, the improvement in performance rose to 88%.



Why Coaching Works

Why does coaching improve the impact of training so significantly?

Because

1. Coaching occurs one-on-one, building personal accountability
2. Coaching occurs in a climate of trust and confidence
3. Coaching focusses on the person's unique needs
4. Coaching works to achieve specific goals
5. Coaching occurs in intervals, allowing time to apply the learning
6. Coaching continuously reviews progress
7. Coaching enables adjustments to meet changing situations

Becoming a Necessity

Increasingly, many trainers and training departments realize that adding coaching has become a necessity for the effectiveness of their training, and for their own survival in the organization.

How to Add Coaching

The next big challenge has become: How can we add coaching skills to the trainer's repertoire of competencies?

One answer: HumaNext offers online programs to give you coaching skills alone, or coaching + training to boost your training and facilitation skills as well. You may also add certification in popular topics like Emotional Intelligence, Diversity, Critical Conversations, Creativity, more:

You can learn about all the options here: <http://www.trainthetrainerglobal.com/>

Coaching Definitions, Distinctions, and Designs



Work in Progress

It's important to realize that the definition of coaching is developing and changing over time, as more knowledge, practice, and refinements are gained by this emerging field. For example:

- In 2005, the *International Coaching Federation (ICF)* defined coaching as:

Definition: “A professional partnership between a qualified coach and an individual or team that support the achievement of extra-ordinary results, based on goals set by the individual or team “(ICF, 2005)

- In 2016, the same organization (ICF) defines coaching as:

Definition: Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

It is interesting to notice that the ICF 2005 definition emphasized “results” and “goals” (known as “Goal-Oriented Coaching”, while their 2016 definition does not mention goals or results, and talks about “maximizing personal and professional potential, or what is known as “Personal Development Coaching”.

Note

The definition used by HumaNext encompasses the two sides, addressing both “Goal-Oriented Coaching” and “Personal Development Coaching”, which gives you the best of the two worlds, and the tools and skills to work effectively in either or both of them.

In 2005, *Coach U, Inc.* published its resource on coaching and offered the following definition:

- Coaching is a new profession that has synthesized the best from psychology, business, evolution, philosophy, spirituality, and finance to benefit the entrepreneur, professional, and business owner.

In 2007, the *Institute for Life Coach Training (ILCT)* published its lessons from the Institute with the following definitions of Professional Coaching and Life Coaching:

- **Definition:** Professional Coaching is an ongoing partnership designed to help clients produce fulfilling results in their personal and professional lives.
- **Definition:** Life Coaching is a powerful human relationship in which trained coaches assist people to design their future rather than get over their past.

Conclusions

From the previous different definitions of coaching by the field’s pioneers and key organizations and associations we conclude the following:

1. Coaching is a relatively recent field of work (Started around 1990)
2. Coaching started in the United States but is now spread around the world.
3. Coaching continues to develop and grow in both how it defines itself and in the number of practitioners.
4. Coaching has developed into two key areas of practice; one as a Life Coaching, and another as Business or Professional Coaching, with some overlapping.
5. A bit related to the previous point, the coaching practice seems to oscillate between those who use it to enhance personal development in general, and those who use it to achieve specific life or business goals.
6. Like training, coaching is a field of practice that does not require licensing by the state (in the United States) or specific educational degrees, although several organizations and colleges are providing programs and licensing for coaches as a way to increase competence, credibility, and professionalism.

HumaNext's Working Definition of Coaching

Coaching is a partnership between a coach and an individual or team to maximize the potential for achieving greater results.



Why this Definition Is the Best for You to Use

The HumaNext Working Definition of Coaching Has the Following Advantages:

1. It combines the two vital areas of “goal-orientation coaching” and “personal development coaching” in one statement. Definitions that focus on just one of these two areas with the exclusion of the other are not good encompassing definitions of coaching, and they do not serve the coach and the coached well. This Course will offer models and tools that work in these two areas of coaching.
2. It extends coaching to cover not just individuals but also teams.
3. It seeks to achieve “greater” results, which means that even if the current results are good they can become better with coaching (continuous improvement toward Greatness).
4. Using the words “greater results” can mean achieving specific dream goals (promotions, changing careers, more rewarding life), or just doing more great work / better performance in current career. The models and tools offered in this course enable greater achievements in either or both, depending on needs.

5. The definition does not limit the greater results to the client only, as some other definitions do, but it includes the coach as well, since achieving greater results by the coached individual or team will automatically translate to better results for the coach, as a proof of his/her coaching effectiveness and success.
6. The definition is concise and concrete, avoiding unnecessary and lofty language that may dilute meaning and purpose.

Distinctions

These distinctions clarify the differences between coaching and other fields that are often confused with it, particularly the fields of training, mentoring, therapy, and sports.

Coaching Is Not Training

Coaching is different from training. Training programs are based on objectives set out by the trainer or facilitator, usually as requested by the company or organization to meet its needs.

In coaching, objectives are set by the individual or team being coached, with guidance provided by the coach. Training also involves a linear learning path based on an established plan. Coaching is less linear without a specific plan.

Training: Goals set by Trainer / the Organization

Coaching: Goals set by the person being coached.

Coaching is not Mentoring

Coaching is different from mentoring: A mentor is an expert who provides wisdom and guidance based on own experience in the same field of business or organization. It may include advising, counseling, recommending, referring, helping, and coaching.

The coaching process, in contrast, does not include direct counseling, recommending, or referrer and helping. Instead, it inspires and enables individuals or teams to set and reach their own goals by providing personal development and goal achievement processes and accountability.

Mentoring: Provides guidance from experience in certain areas

Coaching: Inspires people to grow and achieve in any field

Coaching is not Therapy

Coaching is different from therapy: Therapy deals with healing pain, dysfunction and conflict in an individual or in relationships, helping people overcome issues in their past that negatively impact their present, improving overall psychological functioning and living in more emotionally healthy ways.

Coaching, in contrast, is future oriented. It enables personal development and professional growth based on self-initiated change and actionable strategies for achieving desired goals.

Therapy: Resolving past issues for emotionally healthy present

Coaching: Future oriented to achieve greater goals

Coaching is not as in Sports

Coaching is different from athletic development in sports: Even though the word “coach” itself has its roots in the athletic arena, professional coaching is different from sports coaching. The athletic coach is an expert who directs the performance of individuals or teams based on his or her greater experience and skills usually in the same sport.

Life or business coaches do not have to possess skills or experience in the same line of work as their clients. They do not offer guidance on specific ways to do business or perform a function. They inspire clients to commit to achieving their own goals and monitor the process.

Sports Coaching: Gives expert guidance on skilled performance

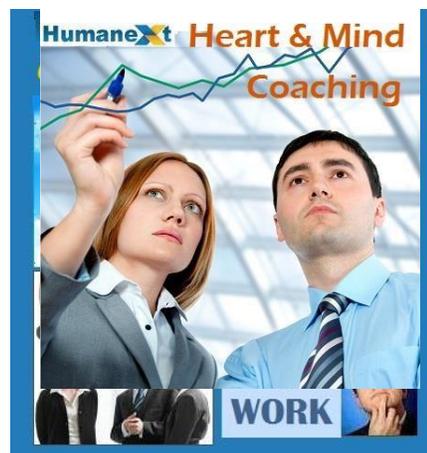
Life Coaching: Enables personal growth and goal achievement

The following table compares these different disciplines:

TRAINING	COACHING	MENTORING	THERAPY
Focus on skills	Focus on goals	Focus on career	Focus on health
Group learning	one-on-one	one-on-one	one-on-one
Agenda by trainer and/or organization	Agenda set together	Agenda by mentee	Therapist uncovers underlying issues
Mostly concepts with some activities	Action plan. Personal and goal development	Shares experience	Treatment plan
No individual attention or follow up	Individual attention and follow up	Provides advice and network	(c) HumaNext

Designs: How Does Coaching Work?

Coaching is a partnership between a coach and an individual or team to maximize the potential for achieving greater results.



- The way coaching works is by means of sessions devoted to coaching, held on regular basis, usually weekly or every two weeks, for specific length of time, usually either 30, 45, or 60 minutes, by phone or alternative media like Skype.
- The basic coaching model offered by HumaNext is what we call “Heart

& Mind Coaching” which aims at arousing the heart and engaging the mind for maximizing personal development and directing passion toward the goals. You will learn this model in detail later.



- While most coaching programs focus heavily on the methodology of listening and asking questions, we go beyond by using models, tools, templates, and tactics that access and apply the power of emotional intelligence, creative thinking, and compelling communication to the process of coaching.

Why Coaching Works: Benefits Gained

There are a number of reasons that make coaching valuable, delivering significant benefits, gains, and often transformation.

(You can use these to promote and market your coaching to internal or external clients.)

- 1- Coaching increases your awareness of yourself, which is the first dimension of emotional intelligence. More than 400 years BC, Socrates advised us to “Know Thyself” because knowledge will set us free. Coaching provides the client with access to tools that act as mirrors that reflect and reveal people to themselves. With such

increased awareness and emotional intelligence, people move more confidently toward achieving greater goals and accomplishments.

- 2- Coaching enables you, with professional assistance, to delve deeply into your current situation to get a better understanding of challenges and opportunities, which is necessary for moving forward. It enables you to “take the best of the past as you create your future”.
- 3- Coaching gives you the power to free yourself from self-imposed limitations and boundaries that you may have perceived to be set in stone. With the help of the coach, you examine wider options, explore beyond traditional borders, and make wiser and bolder choices. You will be held accountable for taking responsibility to carry out your own personal action plan.
- 4- The coaching process, with powerful models, tools, and tactics, brings out your best and enables you to achieve your goals more effectively, confidently, and rapidly.
- 5- Having regularly-scheduled one-on-one sessions with your coach to check in, recharge, and focus on your objectives makes it much more possible for you to attain the achievement of those objectives. The personal, trusting relationship with the coach creates the environment for delving more honestly and confidently into your inner thoughts and dream-goals that you might not discuss with others.
- 6- Coaching gives you the opportunity to work with someone who wants to see you succeed because your success also means your coach’s success. You and your coach become partners in a powerful, exciting journey toward greater, more rewarding life and career goals.

What Does a Coach Do? What is delivered

(This also can be used to market your coaching service to internal or external clients)

- 1- The coach creates the environment for powerful conversations and discussion of ideas that keeps one focused.
- 2- The coach inspires, motivates, and supports without judgment, which encourages you to set higher goals you might not have set without a coach.

- 3- The coach provides helpful tools, templates, and tactics that facilitate personal discovery, goal-setting, and implementation.
- 4- The coach offers a means of consistent, thoughtful follow up, prompting you to move forward towards your goals, overcoming hesitations and procrastination.
- 5- The coach helps you clarify values, choices, and goals, and create strategies to achieve them.
- 6- The coach helps you improve key skills such as communication, creative and critical thinking, emotional intelligence, and leadership.
- 7- The coach enables you to create the environment for improved relationships and performance at work.
- 8- The coaching process pushes you to take yourself seriously as you seek to get value for your investment of time and money.
- 9- With a coach, your motivation level increases dramatically.
- 10- The result of all these factors working together is that your level of motivation, commitment, and performance significantly heightens, leading to a more rewarding work-life.

Q: How can a coach deliver these benefits to clients? What must a coach possess to be able to deliver effective coaching?

Coaching Requirements



In the Coaching Course offered by HumaNext, you learn the most important concepts and tools, in the most efficient manner, so you can get into coaching rapidly and effectively. That is why we will focus on the most critical skills and competencies you need as a coach, compiled under the *five main categories listed below*.

- 1- Ability to establish *trust and confidence* with client
- 2- Create awareness in self and client with *emotional intelligence*
- 3- Assess *needs*, and set *goals* by client, with *action plans* to be monitored
- 4- Engage in *Compelling Communications* with client: Listening, Questioning, Inviting
- 5- Use *creative thinking* to create new possibilities and expand options



Conclusion

We can easily conclude that adding coaching skills to the training function is a significantly valuable strategy to take. Research has shown that training alone, or coaching alone, is not as powerful and valuable as training + coaching. For this reason, HumaNext offers its unique 1-1 Certification Program that combines these two vital functions.

HumaNext's Programs on Coaching

HumaNext offers several programs to help you become a great coach, as well as a great trainer, if you need that as well. Our coaching models and tools cover both personal development and goal development.

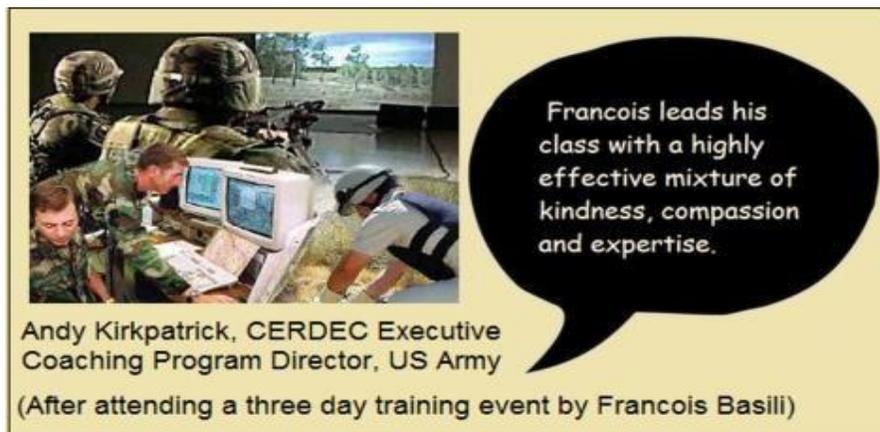


Learn More at:

<http://www.trainthetrainerglobal.com/>

More coaching programs: <http://www.humanexttraining.com/coaching.html>

The Program's Author and Coach: Francois Basili



Francois Basili, founder and president of HumaNext LLC, has more than thirty- year- experience as a corporate training/HRD and employee communications executive, consultant, and coach. He developed nationally recognized training, coaching, and train- the- trainer programs, and led workshops attended by executives from American, European, and Asian corporations. He trained, coached, and certified hundreds of trainers and consultants from around the world in key topics like leadership, critical conversations, EQ, Innovation, Inclusion, culture change.

Basili's corporate experience included heading the training/HRD and organizational communications functions for a \$1.2 billion health care organization in New York for 12 years. Before that he headed the commercial operations functions for Bechtel Group at the largest project in the world at the time, the \$20 Billion Jubail Project in Saudi Arabia. He holds a Master in Public Administration MPA from New York University.

Basili developed several successful marketing communication campaigns that appeared in Time, Newsweek, US News and Sports Illustrated.

