

THE IN-HOUSE TRAINING COMPANY

A Trainer's Guide

Seventeen reasons why organisations fail in their efforts to deliver effective coaching training skills to managers

– and what you can do to avoid making the same mistakes!

If you and your organisation are considering delivering coaching skills training this year and / or are interested in developing a coaching culture within your company then you would be wise to look carefully at what training materials and resources are now available to you.

Many organisations, training companies, academies and coaching schools in the UK continue teaching coaching systems and charging considerable sums of money for programme content that is considerably less effective than others. ***So, how do you know if you are choosing the right coaching models, concepts and training programmes to develop coaching skills in your organisation?***

Over the past fifteen years, we have seen a great many mistakes made by companies who know and understand the benefits of developing coaching skills within their management teams but fail in their efforts to **truly** make performance coaching an integral part of the company's ethos.

The following 17 reasons raise your awareness to these mistakes and their solutions. We also provide you with a framework of **'must ask' questions** at the very end of this article that can assist you in selecting the most appropriate and effective coaching models, concepts and training resources for you and your teams.

We provide trainers with various solutions ranging from basic coaching skills training for managers to developing effective coaching cultures. If you have any questions relating to the points made in this article, or indeed any aspect of your coaching training solutions, please feel free to contact us.

'The principle has a very flexible approach to helping coach and coachee achieve an objective. Coaching prior to this was woolly with no clear objectives. Much more effective than GROW. Grow was also very predictable for both coach and coachee. Looks good, tremendously valuable.'

Amanda Hooper, Halifax Bank of Scotland plc

An overview of the 17 reasons...

- 1 Your organisation's coaching concepts and models are predictable to the coachee in their application.
- 2 Your coaching training does not offer managers a holistic coaching model/system in and of its own right.
- 3 Your coaching processes are unnecessarily time consuming and cause unnecessary levels of discomfort for the manager and coachee in a working environment.
- 4 Your coaching model does not take into account the mindset and emotional frame of the coach/manager as an integral part of the system.
- 5 Your coaching models and concepts do not provide any information or guidance as to how to work with simple natural core motivational drivers of the coachee.
- 6 Your organisation teaches coaching models and concepts that only facilitate superficial first-order change.
- 7 Your organisation teaches coaching models and concepts that originated from the sports arena that often do not take into account the lack of natural motivation present in the workplace.
- 8 Moving into action planning without first stipulating the goal creates ideas but does not necessarily produce results in line with company business needs.
- 9 Your organisations teaches coaching models that do not insist on a review process as an integral part of the system.
- 10 You offer different coaching models and concepts to different levels of management creating inconsistency and mixed messages in the organisations' coaching approach and ethos.
- 11 Your coaching training course is weak in content and uninspiring for managers. It does not meet national occupational standards and has no credibility in the workplace.
- 12 You are teaching coaching approaches that make the coachee reliant on the manager to improve their performance limiting the development of a 'real' coaching culture.
- 13 Your Trainer / Project Manager has limited support and expertise in seeing the Development of the Coaching Culture through to a measurable conclusion.
- 14 The decision makers in the organisation do not understand the differences between coaching, mentoring, training and counselling and rarely experience the true power of coaching.
- 15 Your organisation is unable to evidence a return on investment for its coaching training.
- 16 Your trainers do not have the required levels of coaching skill and understanding to teach coaching skills to managers with the confidence they need.
- 17 Organisations believe it's too difficult to develop a coaching culture across the organisation and so settle for delivering basic skills training to 'put a tick in the box'.

To understand these reasons in more detail, and to gauge the extent to which they reflect your own situation, please read on...

Reason 1: Your organisation's coaching concepts and models are predictable to the coachee in their application

Simple 4-step coaching theories are easy to teach, easy to remember and often provide good insights into the benefits of using a coaching approach in the workplace.

But, when a coaching model is too simple, rigid and limited in its application, people the managers are coaching learn to identify and anticipate what coaching questions will be asked of them, and what coaching approach will be made.

The primary purpose of any coaching interaction is to help people **manage emotional resistance** to taking action and achieving an objective.

When a coaching process is predictable to the coachee they are more likely to experience additional resistance to being coached and this is on top on any resistance there already is to taking action. This makes it much more difficult for managers to coach them successfully.

These patterns of behaviour can appear within a matter of a few days of the coaching training, leaving managers frustrated and wondering if the coaching training provided 'real' value to them.

A model needs to be easy to learn and apply *and* provide **infinite flexibility** in its approach. This means even at the most basic level of training managers are given formulas that provide them with a unique and unpredictable approach to coaching within a simple set structure.

By the end of your coaching training programme your managers will then be able to use coaching effectively without anyone they are coaching **ever** being able to anticipate the questions being asked of them. **This includes coaching other managers who have attended the exact same course as they have.**

'I just wanted to say that these days have been the most outstanding days training of my career. We improved our sales performance by 362% in just 8 weeks. Thanks.'

Bruce Rioch, Area Sales Manager, Barclays Bank plc

'If you really want to be an effective performance coach – DO THIS PROGRAMME! Fantastic life changing experience.'

'Could potentially be life changing. Get more than you ever imagined out of it. The best course I have ever been on. Very worthwhile.'

Team Leaders, Barclays Bank plc

Reason 2: Your training does not offer an holistic coaching model / system in and of its own right

Some trainers and coaching training organisations teach NLP concepts and a series of other models alongside their chosen coaching model because the coaching model by itself doesn't work effectively without them.

Such models rely on a manager learning other skills outside of the model to make effective use of it consistently.

This means a new coach/manager not only has to learn and remember the model but they also have to learn and remember to apply additional operating principles to ensure guarantee its' success.

In some cases, organisations find themselves needing to provide additional training at more cost to the company as they realise previously taught concepts are not sufficient to give enough confidence to managers to use coaching on a daily basis to improve performance.

This may detract from and/or conflict with the original messages delivered at the first training programme causing confusion in the workplace as to what coaching practice is truly effective and worthwhile using.

Find and select a coaching training programme like 'Results Coaching in 60 Seconds' – RC60™ – that offers **one holistic coaching model that encompasses everything a coach or manager needs** to apply coaching in the workplace, and improve their chances of retaining the learning after the event.

Ensure consistency and ease of learning by teaching one coaching model that:

- allows you as the trainer to train coaching skills across the entire organisation using one coaching system
- is relevant and applicable to all levels of management from the most basic coaching skill set at the more junior levels of management to the most advanced for more senior management roles
- provides a simple approach whilst at the same time great depth of knowledge so you can teach the same model at each level of training without managers ever losing interest in coaching

'An excellent two days of relevance to almost all aspects of the role I undertake. The lessons learned and certainly the key points will be put into immediate effect. Fabulous 2 days. I recommend all Avnet managers experience these modules.'

**Craig Thompson, Vice President of Sales for Europe,
Avnet Worldwide Inc.**

Reason 3: Your coaching processes are *unnecessarily* time consuming and cause unnecessary levels of discomfort for the manager and coachee in a working environment

If you are teaching or intending to teach a coaching model that encourages managers to explore the action planning options **before** gaining the coachee's full commitment to the goal, then please consider the following consequences.

By doing so you are making it harder and a great deal more time consuming for a manager to help the coachee to find the optimum action plan solution within a ***reasonable time period***. This happens for two reasons:

1. Trying to elicit and agree a workable action plan when motivation and confidence levels are low is hard work, uncomfortable

All of your manager's coachees will be experiencing resistance to taking action. If there is no resistance present to taking action then why do they need coaching?

By discussing possible solutions with a coachee who is feeling and thinking negatively about the prospect of taking action just **reinforces the negative association that taking this action will be an uncomfortable experience**.

Cumulatively, this negative energy produces negative associations around coaching itself. Managers, the coachees and then consequently the organisation find it more difficult to see coaching as a positive experience.

Motivation and commitment needs to be handled first for positive results, lasting change and developing an effective coaching culture. Teaching them how to increase motivation levels **before** agreeing an action plan minimises any discomfort and resistance for both the manager and the coachee.

RC60™ shows managers how to increase levels of motivation and commitment simply and effectively **before** exploring the action plan.

2. Resistance to taking action limits the coachee's ability to think clearly about the most effective solution.

Coaching models that request that action plans be discussed before the coachee's level of motivation and commitment is assured lengthens the duration of each coaching interaction. This does nothing to encourage regular use of coaching by managers as they start to associate coaching as being a long drawn out process which has them spending time with people in a negative frame of mind.

You need to offer managers a coaching system that they know will be efficient and advantageous to them every day.

The most effective coaching models, like RC60™ show the manager how to get the coachees **true** commitment first and *then* ask them what actions they will take. This saves huge amounts of time and in most cases can reduce a coaching session from 40-45 minutes to less than 5.

'I haven't got time to coach', is the number one objection from managers to learning and developing coaching skills.

When you can show managers at all levels how to coach people in a matter of moments you overcome probably the greatest hurdle organisations have to successfully developing coaching skills in the workplace and a coaching culture.

'I would recommend this programme to anybody in any walk of life with any type of work role. Excellently delivered, with style, humility and genuine enthusiasm.'

Carl Johnson, Senior Manager, Bluewater Shopping Centre

Reason 4: Your coaching model does not take into account the mindset and emotional frame of the manager/coach as an integral part of the system

Whether before, during and after the coaching interaction, the number one reason why any individual coaching interaction fails is that the manager/coach has the wrong mindset when they first approach the person they intend coaching.

A coaching model that does not stress the importance of the coach's mindset ***as an integral part of the coaching model*** means a manager is more likely to forget or dismiss the importance of his or her state of mind at every stage of the coaching interaction.

When the manager's state of mind is not focussed and managed appropriately, the coachee shuts down to their coaching questions and will refuse to answer the questions honestly enough to create change.

And, when the manager is too emotionally attached to a result upon which his own success depends, it adds yet another layer of emotional resistance to the coachee as the perceived pressure on them builds.

With RC60™ a manager can, however, learn how they can stay focussed on the result without any attachment or aversion to the outcome when coaching.

When this coaching principle forms the foundation of any coaching interaction *and* practical tools are provided to maintain this state of mind, the coaching skills are applied with greater success and confidence, *naturally!*

'A really worthwhile exercise and probably one of the best training courses I have attended. More please!'

'Very interesting concepts that I believe will benefit in doing my job more effectively Very good 2 days well spent.'

'Very good content which made me really think about how I behave and why and how this can affect my interaction and coaching with others.'

Board Members and Senior Management, Future Source UK

Natural coaching styles

Many coaching models assume that every coach will approach coaching in the same way – Not true. Each coach has their own natural and most effective coaching style, skill set, strengths *and weaknesses*, and this affects the steps that the coach finds most comfortable, or most challenging.

Coaching can become an integral part of someone's leadership style with relatively little practice. Coaching interactions that are conversational in style means coaching is not seen as a "process" by the manager or the coachee but a way of every day business life.

To use a term coined by one of our own participants, 'coffee machine coaching' can be the briefest of encounters with a member of staff that creates lasting change towards performance improvement (all in a 5 minute conversation).

This conversational approach to coaching requires teaching specific strategies such as our Natural State™ principles, that enable the manager to control their mindset and any emotional attachment they may experience that would prevent them from getting results with their coachees.

So, what do you do when your natural and most effective coaching style is different to that of your managers?

In most cases a manager will be unable to copy the style of the trainer who has more coaching experience and has a different natural coaching style to them. Therefore, the coaching model should allow the manager to integrate coaching into their natural leadership style.

The RC60™ coaching model incorporates this important element of understanding. A manager is made aware their own core motivational drives allowing them to be more attuned to:

- their strengths and weakness as a manager / coach
- how these strengths and weaknesses may impact any coaching interactions they have with members of their team
- what they need personally to focus on to avoid ineffective coaching practices on a daily basis

It is important to teach these fundamental principles as part of a managers' first coaching course rather than considering it as an extra skill set 'bolt on' to any first level of coaching training. In doing so, you will be amazed how much more easily managers can apply their new coaching skills by having these additional insights.

Reason 5: Your coaching models and concepts do not provide any simple information or guidance as to how to work with simple *natural* core motivational drivers of the coachee

To be able to coach effectively and create lasting change, you need to understand the simple, fundamental core drivers of human nature and know when to make use of them when coaching.

If this information is not included as part of the fundamental principles of business coaching there is a higher risk of managers assuming that individuals in their teams are motivated in the same way they are, thus the coaching approach fails.

The coaching model you choose needs to provide managers with very **simple, quick and specific strategies** that enable them to manage a negative mindset and any emotional attachment their coachee may experience at any time.

Avoid profile systems that highlight *behavioural* tendencies. For coaching it is vital that there is an awareness of ***motivational tendencies***. If you need more information on such teachings, please contact us.

Natural motivations can be easily identified when managers know how and this understanding can help them to:

- better understand the 'real' reasons people are feeling under pressure when excuses and justifications are being made
- remove judgement of the coachee making it easier for the manager to remain present and open to the coachee
- ask more specific questions at various stages of the coaching interaction
- produce results more quickly
- create the longer-lasting change

'Can I just say that I found the workshop of great value, informative and practical, I like the simple but focussed approach to coaching that you advocate and it works!

I had my first session Monday morning 10am with someone who I have just started working with and by 11am he had identified and agreed his goals [not my slant on what I thought he should do], we have set up weekly phone calls - which he is managing, and monthly coaching sessions. I kept myself on the escalator throughout! And felt really good at the end. Anyway thanks again for sharing your approach to coaching.'

Phil Parker, Sun Microsystems

Reason 6: Your organisation teaches coaching models and concepts that only facilitate superficial first-order change

Do you find you team members only completing the tasks which they feel comfortable and enjoy? Are they avoiding what *really* needs to be done?

To achieve goals, we all sometimes have to undertake activities that we don't like doing, and yet part of us knows they have to be completed for the good of the company.

Do you have the confidence that your current coaching model and principles enable managers to tackle these underlying issues with ease?

Ensure the coaching model you choose includes steps that allow the *simple* coaching processes to create greater lasting change by working with the deeper underlying motivations behind the coachee's behaviour. Here's why:

Surface or first level change may often just reinforce the current motivation. This leaves the person in a state of unawareness as to what it is that drives their behaviour and the same patterns and issues keep resurfacing.

For example:

A person may be coached on better time management and motivational skills to increase his teams' performance, to achieve his bonuses, but remains unaware of how much he is burning himself out to achieve success, in order to look good.

Another may be coached on effective communication skills at work, and still remain unaware of how much of her own anger she is unwilling to communicate and why.

Someone else may be coached on a stronger solution focused mindset rather than "what could go wrong here" thinking, but continue living with a perception of the environment as being dangerous and unsafe

Deep or second level change results from the coachee stepping back, recognising the core drive behind their outward behaviour and to some extent dis-identifying from this pattern, and deciding to make radically new choices, producing more fundamental change and longer lasting first level changes also.

With continuing increase in awareness of how the patterns play out in various contexts, there is less defensiveness and more acceptance and willingness to genuinely explore and change habitual thinking and reactive patterns.

When the habitual patterns arise, their impact will be observed and the coachee can choose to experience them differently and respond accordingly. Hence the effectiveness of the individuals and team increase and coaching culture continues its natural development

'The time spent attending is very worthwhile. I would recommend this to others. Go for it! It's a great way of understanding yourself and to move your business forward.'

Training Managers, Avon Cosmetics

Reason 7: Your organisation teaches coaching models and concepts that originated from the sports arena often do not take into account the lack of natural motivation present in the workplace

With sports coaching there are naturally high levels of motivation and commitment where athletes want to perform at their best. Often in the workplace such high personal motivation does not exist.

Other distinctions need to be taken into account when coaching individuals in a workplace setting as a manager/coach needs to understand and apply simple strategies that help them to turn around negative mindsets consistently.

RC60™ was designed for business use to tackle the most challenging of performance issues efficiently and effectively. This system's provides a series of strategies to align persons' individual values and needs with relevant business objectives.

'What a smart woman. Anne demonstrated coaching without us even feeling that was what she was doing. She dealt with the difficulties of the group, the lulls and the reservations and resistance from us. Anne has great knowledge and is passionate and inspiring.'

'The best intro to coaching that I can imagine. A great motivator who delivers a great course with conviction and enthusiasm. Brilliant, reflective and responsive.'

Training Managers, Leicester City Council

Reason 8: Moving into action planning without first stipulating the goal creates ideas but does not necessarily produce results in line with company business needs

We know from experience that over 80% of people we train fall into two personality types. The tendencies of these personality types when undertaking coaching training is that they find it difficult to integrate the skills and habits of eliciting specific objectives from themselves and of the coachee (a fundamental coaching principle without which coaching fails).

This is why, particularly when developing a coaching culture or coaching skills, organisations need a system that provides integrated foolproof steps to ensure managers are constantly reminded to agree relevant objectives every time – ***without fail.***

RC60™ ensures managers:

- Are equipped with personal strategies that keep them and their coachees focused on the goal
- Become skilled at quickly eliciting and understanding specific business objectives by asking no more than 3 questions, and
- Are constantly reminded to agree and focus on wholly relevant objectives throughout the entire interaction

'I can't believe it! A coaching session that usually takes me 45 minutes has just taken less than 5 AND I got a better result!'

'Very useful - key skill in my role. The tools and techniques will be invaluable in the role I undertake in Sun. I am committed to using this process because I believe it will benefit me and add business value.'

'Very relevant. Incredibly interesting and I will definitely use it! The Enneagram was very interesting and it was all very useful.'

Training Managers, Sun Microsystems

Reason 9: Your organisation teaches coaching models that do not insist on a review process *as an integral part of the system*

Does your coaching model fail to remind the coach consistently of the need to monitor and support the progress of the coachee within *every* coaching interaction? Is it any wonder why managers forget to review the progress of the team regularly?

The review process is often recommended in coaching training programmes but rarely is it an integral part of most coaching systems.

Great coaching training must provide strategies that ensure that the balance of the responsibility for tracking performance lies with the coachee and manager knows what strategies and systems he or she can put in place to help track performance agreements and milestones on a daily and weekly basis.

'Do it. It's easy to use and you don't have to use all of the steps in order. Many thanks I really enjoyed it.'

Chrissy Owens, Gerrards

'Extremely useful pick-up model to add to your coaching toolkit - it's a real, tangible model to use immediately. Great programme, many thanks.'

Liz Field, Gerrards

Reason 10: You offer different coaching models and concepts to different levels of management creating inconsistency and mixed messages in the organisations' coaching approach and ethos

One coaching model for junior managers, different models and concepts for senior managers and expert executive coaching principles for senior managers is a recipe for disaster when developing a coaching culture.

To develop an effective coaching culture you must provide consistent messages throughout all of your coaching training programmes by using the same models and principles for everyone.

The secret is getting the balance right between simplicity, flexibility and depth of the coaching model.

The coaching model you choose must be simple and at the same time versatile enough to interest and develop the participants across all levels of management to varying levels of ability.

Choose a system that is easy to learn and enables you, as the trainer to build on previous training sessions by maintaining high levels of interest and enthusiasm for learning within the group.

It must have the depth and range of content that will continue to develop and grow an effective coaching culture through managers, regardless of their position in the organisation and their level of coaching experience.

'This has been a great introduction to RC60 and has made me want to find out more. Very engaging - plenty of new ideas. Very enjoyable course and relevant to my role as a trainer. Thanks a lot - great day!'

Senior Training Managers, Standard Life

'RC60 has enabled me to find out more about myself. I feel more positive about how to approach my new role and also how to help others in a positive way. It's excellent and you will find out a lot about yourself – very educating!'

Ati Anjorin Halifax Bank of Scotland plc

Reason 11: Your coaching training course is weak in content, does not meet national occupational standards and therefore has no credibility in the workplace

Anyone can write and deliver a training programme but have they been assessed to ensure that all known components of a successful coaching training programme are present and can be evaluated during and after the training event effectively?

Select a coaching model or certification programme that is accredited by a nationally or internationally recognised body which have the option to offer recognised certification and qualifications. You don't have to offer the qualification to everyone but at least provide the option for those in your company who would benefit from and be motivated by attaining a qualification.

Qualifications that are assessed externally to your organisation create a greater chance of your key management team members integrating the learning at significantly deeper levels with greater impact on performance. This is because they naturally have greater accountability to an external board of assessors.

At the very least ensure the material has met such standards and where possible offers qualifications to managers that requires proof of application of the skills and evidences the impact of the training on the company's profitability.

Also, ensure the awarding body has experience in developing business skills and capabilities. As a trainer it would be wise to check and understand the status and relevance of the qualification offered by your coaching training provider so you can make an informed choice. For example:

OCN and ILM are totally different awarding bodies and offer qualifications for different sectors.

OCN stands for Open College Network. They are committed to qualifications related to Adult Learning. Many of the top coaching organisations in the UK offer this accredited programme which has some relevance to business application; however, you would be better to choose an awarding body specialising in business and leadership skills development.

ILM stands for Institute of Leadership and Management and is part of the City and Guilds. They offer qualifications at all levels geared to the world of leadership, business and management. The ILM are highly regarded and well known for their international business/management qualifications throughout the business world.

'I have trained delegates for a year and a half now and have come across a few models we have used. The RC60 model is by far the most effective model I have come across. It is not a process that you are forced to use, it is an adaptable system that can be adapted to any style of coaching. We had 15 different styles and every single individual could use it without facing any objections.'

Mandy Subharwal, Halifax Bank of Scotland plc

Reason 12: You are teaching coaching approaches that make the coachee *reliant* on the manager to improve their performance and limit the development of a 'real' coaching culture

Dysfunctional teams that rely on Managers to keep them motivated and inspired can be exhausting to manage effectively and very time consuming.

Principles for raising awareness of and encouraging the development of emotional intelligence need to be an intrinsic part of a coaching model. Simple and practical emotional intelligence and coaching tools need to be shared and embedded within the management team.

The manager should be encouraged to share these principles with their team members by learning how to introduce and position coaching effectively in the workplace.

It's important that the manager can explain to their coachee how they can coach themselves and that the manager visibly demonstrates and reinforces this ethos consistently. This naturally increases the coach/manager's credibility and encourages more results focussed behaviour from his or her coachees/team on a daily basis.

These strategies equip individual team members very quickly to coach themselves and each other to a better performance, freeing up the time of the manger to focus on and improve performance around the tougher and more productive issues.

'An excellent event, I would recommend it to others! I will use these tools in session with my team and informally in my interaction with many people in the organisation and to coach myself.'

Debbie Bailey, Human Resources Director, Champneys Health Resort

'Very thought-provoking and realisation that all managers can improve; the content of the course was very good and the best part that impacted me was the enneagram. I have learnt a great deal about myself – 2 great coaches 10 out of 10!'

'I found the enneagram profiling the most interesting as it revealed personality traits I either did not know I had or the ones that could be built upon.'

***Senior Management Team, West Quay Shopping Centre,
Southampton***

Reason 13: Your Trainer / Project Manager has limited support and expertise in seeing the Development of the Coaching Culture through to a measurable conclusion

Developing a coaching culture is more than delivering good coaching training. It's about making a difference to people, the energy, the morale and the focus of an entire organisation.

It's a way of securing your organisations future success. And is easily within your capabilities to do when you know how.

Developing an effective coaching culture requires effective project management, an all round understanding business coaching concepts, and competent delivery of coaching training **across all levels of management.**

You need to know:

- What levels of training to deliver to what levels of management
- What coaching frameworks best serve your organisational structure
- What coaching principles need to then be applied to support that framework

Coaching is not a skill you implant into a team and then walk away from. The main principle behind development a coaching culture is to embed manager mindsets of continuous improvement with a clear focus on results.

Evaluation systems, continuous learning strategies all take time to implement but are vital to the success of your coaching training.

So you help the managers with their coaching, but who helps you?

The purpose of a coaching culture is that *everyone* is exposed to coaching from someone with skill levels that are higher than their own. How can you congruently communicate the benefits of coaching to delegates if you are not being coaching regularly yourself?

As a trainer are your coaching skills up to scratch? Are you continually developing your coaching skills to improve the performance of others? Who is coaching and supporting you and do they have the standard of coaching skills required to fully support your efforts in this project?

If you are designing and delivering your own coaching training then invest in a coach/trainer - someone who has successfully developed coaching skills of others to mentor and coach you at least on a monthly basis.

Enrol in a programme where you know *you* will be given the support and guidance you need throughout the entire project.

And if that's not an option then some coaches will trade services with you to increase their profile in the business world! Just be sure to choose your coach wisely!

'I now understand what makes people tick! I can bring coaching alive!'

Damien Cooper, National Business Development Manager, Barclays Bank plc

Reason 14: The decision-makers in your organisation do not understand the differences between coaching, mentoring, training and counselling and rarely experience the true power of coaching

Coaching has a poor reputation in business arenas. Why is this?

True coaching is all about **measurable performance improvement**. Using questions, coaching draws upon hidden talents and inspires creativity. It engenders immediate commitment, responsibility and accountability **towards specific and relevant business objectives**.

Many managers we come across think they are coaching when they are in fact counselling. Managers who say that coaching takes too long often use a counselling approach spending too much time reflecting on past events instead of moving performance forward.

Do you have meetings which take a great deal of time but actually to go nowhere in terms of growing the business?

As a trainer, when positioning coaching to colleagues and Directors you need to **understand and be able to clearly demonstrate** the differences between coaching and counselling making it perfectly clear this is a performance improvement tool and skill set focussed on delivering measurable results.

If you do not have the confidence to do this the get yourself on a reputable coaching course today!

'Using the ancient system of the Enneagram, Anne has shown that by understanding that there are many different ways of experiencing the world, coaching can be "tailored" to feel more "personal" and therefore be more effective. This individual approach, combined with the discipline of the 8 step model in Results Coaching in 60 Seconds makes this coaching method the most practical and relevant coaching method I have seen anywhere for today's business people. Give it a try! I believe you will be impressed with the results you obtain and will notice an immediate improvement in your coaching effectiveness-irrespective of your experience. I recommend Results Coaching in 60 Seconds with great enthusiasm.'

Piers Fallowfield-Cooper, Chairman, itsmobile

Reason 15: Your organisation is unable to evidence a return on investment for their coaching training

Can you evidence a sufficient return on investment your organisation? What can expect your company expect from developing coaching skills within a particular team or in fact across their entire organisation?

Is the time, effort and cost worth while?

Can you present a compelling case to key decision makers in your organisation?

There are many formulas you can use. If you would like to know the most appropriate formula for working out a return on investment that relates specifically to your company, then call us now. You can then speak to one of our Master Trainers who can discuss your specific company measurables and suggest ways of evidencing a return on investment for you to present to you key decision makers your organisation.

In the meantime here are some statistics that may help you open a few minds:

- A team from Barclays Bank evidenced a 362% performance improvement in just 8 weeks using coaching on a daily basis (RC60™)
- A recent survey evidenced that business coaching produced a 788% return on investment and significant intangible benefits to the business (MetrixGlobal).
- Training alone increases performance by an average 22.4% but training plus coaching increases productivity by an average of 88% (Public Personnel Management Survey).
- A recent study of 100 executives, who received executive coaching showed a 5.7 times return on initial investment.
- Leadership Management Australia, a business training organisation, found leadership coaching was beneficial in 95% of cases in a 2001 study.

'I was impressed with the effectiveness and simplicity of these techniques and the energy, dedication and sincerity of the trainers. Do it. Whatever you want you will get some really useful skills plus insights. Thank you, it has been meaningful and I will take it forward in whatever I do.'

Helen Gibbons, Consultant and Certificated RC60™ Trainer

Reason 16: Your trainers do not have the required levels of coaching skill and understanding to give him or her confidence to teach coaching skills to others effectively

To teach coaching effectively you have to be able to demonstrate effective coaching skills at the front of a room not just read learned theory from a book.

Coaching is only ever required when a person is experiencing resistance to completing a task or objective. The key skill you must learn and master to train coaches is how to handle that resistance such that you can teach these skills to others.

Can you handle objections about coaching from a group of managers? Can you convince your managers to embrace coaching and commit to developing these skills? Can you give the confidence your managers need to help them use coaching effectively on a daily basis?

When you learn from a trainer with significant business coaching training experience you can easily learn how to turn any group of managers around from a place of 'I can't' to a place of 'I can.'

Invest in good coaching training for trainers to give you complete confidence and a much greater chance of success.

And, purchase accredited training materials, programmes and resources that give you a proven programme for developing coaching skills across all levels of management.

'Superb! Reinforced previous learning. The Enneagram model provides the key framework on which to apply results coaching by recognition of emotional resistance to success.'

'Better than other coaching programmes due to the content being designed to change or modify behaviour rather than putting people in boxes which then restricts both of our own ideas of what can be achieved and or perceptions of what others can achieve.'

'Outstanding. Practical applications for individuals and teams that are transferable to the business.'

'Excellent – refocused – will use all aspects - learnt to move the business forward.'

Senior Management, Leisure Connection plc

Reason 17: Organisations believe it's too difficult to develop a coaching culture across the organisation and so settle for delivering basic skills training to 'put a tick in the box'

What do you '**really**' believe about developing coaching cultures in the workplace? Can it 'really' be done?

The answer is 'yes' – when you know how and stay focussed on the end result.

The key stages are:

1. Decide what a coaching culture means for your organisation
2. Decide on specific measurable objectives
3. Use proven coaching frameworks to map your training plan
4. Implement appropriate evaluation systems and continuous improvement strategies
5. Continue developing your coaching skills and knowledge so you can fully support the process

We provide you with three levels of coaching training and two levels of trainer certification to provide you with a complete business solution for Developing Coaching Cultures. Plus, optional support programmes ensure you have an expert to refer to at key stages of the cultures development. This solution is not as expensive as you might think.

'By the end of the course I was totally focused on what I wanted to do and how I wanted to do it. So much so that I ran my first two day course within a few weeks of completing the training. The level of knowledge I gained gave me the confidence to know that I could deliver it well. The quality of the course content is excellent. The notes - slides - games etc mean that if you work hard plan and prepare well you can deliver an excellent course that has the clients buzzing.'

'It was wonderful to actually see the results of what I had learnt when I passed it onto the team managers and also to go back and see that they are using the concepts and information on daily basis to improve their managerial skills. That is so rewarding for me. The work was performed with integrity and you felt safe and cared for at all times. It helped me to focus and over come obstacles that I felt might prevent me being successful with RC60. I know they are there to do all they can to enable me to be a success.'

Sue Marcantonio, Sully and Co and RC60™ Certified Trainer

Coaching training checklist

If you are already delivering coaching training, considering delivering coaching training or if you simply know of some coaching models, why not compare RC60™ with what you know. The simple checklist on the next two pages shows you how your selected coaching model measures up to RC60™.

'I am impressed with the simplicity and obvious applicability of content. Do it! First for understanding yourself and then for use with others. The way the Enneagram and delivery of training was done was extremely effective. Huge thanks. Shine on, you Shining Stars!'

Trudy Arthurs, Certificated RC60™ Coach and Trainer

'I like the simplicity of all the techniques to be able to apply the personal and business life. Go for it - it will broaden the mind and change your future. Thank you for a great event.'

Richard Pateman

'The RC60 model and its theory is the best coaching model I have seen or experienced in my 18 years of banking. The way that you can adapt it to business and home is fantastic and the way you look at the type of person you are really improves your overall understanding of what makes you tick. Ultimately it will really improve performance of me and the team and can't wait to use it!'

Paula Erson Halifax Bank of Scotland plc

Coaching training checklist	RC60™	Your model eg, GROW
This coaching system is easy to learn and teach	Yes	
The coaching models is <i>always</i> unpredictable and infinitely flexible	Yes	
<p>The training offers a holistic coaching model/system in and of its own right.</p> <p>Everything we need to know about coaching can be immediately identified and accessed from one model. It serves as a constant reminder of <i>everything</i> a manager needs to know to coach effectively.</p>	<p>Yes</p> <p>Yes</p>	
The model teaches processes that effectively increase natural motivation BEFORE considering an action plan	Yes	
This coaching model offers a time efficient solution for managers	Yes	
<p>This coaching model takes into account the mindset and emotional frame of the coach as an integral part of the model.</p> <p>It tells me my specific strengths and weaknesses as a coach/manager and how to avoid tendencies that might hinder my personal coaching performance.</p>	<p>Yes</p> <p>Yes</p>	
This coaching model provides detailed information and guidance as to how to work with the <i>natural</i> core motivational drive of individuals within the team	Yes	
Facilitates first- and second-order change, ie, focuses on creating lasting change in not just surface level behaviour	Yes	
<p>Coaching system was originally developed for business coaching application and takes into account lower levels of motivations and commitment that are likely to be present in the workplace.</p> <p>It shows managers how they can align personal values within the organisation to meet business objectives and how a coach can work of the company's agenda as well as that of the coachee.</p>	<p>Yes</p> <p>Yes</p>	
<p>This coaching model ensures a coach not only clarifies the goal but maintains a clear focus on the goal throughout the entire coaching interaction.</p> <p>It demonstrates how to elicit objectives using three questions or fewer.</p>	<p>Yes</p> <p>Yes</p>	
This coaching model/process insists and reminds a manager to include a review process <i>as an integral part of the system</i>	Yes	

Coaching Training Checklist	RC60™	Your model eg, GROW
The coaching training company teach coaching approaches that ensures the coachee is not reliant on the coach to improve their performance. i.e. they have clear guidelines as to how to introduce concepts that immediately empower the coachee to coach themselves	Yes	
I have access to all the resources I need to measure the success of any coaching training delivered at any level in this company	Yes	
This training company or I as the trainer can evidence a significant return on investment for the company	Yes	
<p>This coaching system is unlimited in terms of the levels of coaching skills training it can provide using one system. i.e. this one system can train anyone to take their coaching skills to the optimum level if they choose without having to introduce new models</p> <p>I can train this model to all levels of ability across all levels of management without having to use other models or resources ensuring consistency of message and approach throughout the organisation</p>	Yes	
This coaching system offers me the opportunity in the future to be a Certificated Trainer of the model authorising me and giving me the confidence to deliver effective coaching programme to others and increase my earning potential in the field of coaching.	Yes	
This systems evidences to my Board of Directors the value of coaching training and can be demonstrated to produce measurable results consistently	Yes	
<p>The Coaching System offers support in seeing the Development of the Coaching Culture through to a measurable conclusion.</p> <p>It offers a recognised qualification in Managing the Development of Coaching Cultures.</p>	Yes	
Total of DEFINITE YES answers		

Those 17 reasons again, and how 'Results Coaching in 60 Seconds' measures up...

- 1 Your organisation's coaching concepts and models are predictable to the coachee in their application – **RC60™ is easy to learn, teach and is infinitely flexible.**
- 2 Your coaching training does not offer managers a holistic coaching model/system in and of its own right – **RC60™ is a complete system offers you one holistic coaching model that encompasses everything a coach or manager needs to apply coaching in the workplace.**
- 3 Your coaching processes are unnecessarily time consuming and cause unnecessary levels of discomfort for the manager and coachee in a working environment – **RC60™ focuses on the development of accelerated coaching skills for managers that are fun, fast and effective.**
- 4 Your coaching model does not take into account the mindset and emotional frame of the coach/manager as an integral part of the system – **RC60™ is built on a solid foundation of knowing developing the mindset of the manager and increasing their levels of emotional intelligence by incorporating Natural State Technologies (NST™) exclusive to RC60™.**
- 5 Your coaching models and concepts do not provide any information or guidance as to how to work with simple natural core motivational drivers of the coachee – **RC60™ provides an inbuilt system to help managers understand exactly what motivates his or her team.**
- 6 Your organisation teaches coaching models and concepts that only facilitate superficial first-order change – **RC60™ shows how a manager can more easily tackle more difficult performance issues through coaching.**
- 7 Your organisation teaches coaching models and concepts that originated from the sports arena that often do not take into account the lack of natural motivation present in the workplace – **RC60™ was created specifically for busy business managers.**
- 8 Moving into action planning without first stipulating the goal creates ideas but does not necessarily produce results in line with company business needs – **RC60™ shows managers how to easily increase motivation and commitment before eliciting an action plan.**
- 9 Your organisation teaches coaching models that do not insist on a review process as an integral part of the system – **RC60™ states the review step as an integral part of the coaching model.**
- 10 You offer different coaching models and concepts to different levels of management creating inconsistency and mixed messages in the organisations' coaching approach and ethos – **RC60™ offers simplicity and optimum levels of depth and range of content that will continue to develop and grow an effective coaching culture through managers, regardless of their position in the organisation and their level of coaching experience.**
- 11 Your coaching training course is weak in content and uninspiring for managers. It does not meet national occupational standards and has no credibility in the workplace – **RC60™ programmes are accredited and endorsed by the Institute of Leadership and Management to offer recognised qualifications in Coaching for Managers and Managing the Development of Coaching Cultures for Trainers.**
- 12 You are teaching coaching approaches that make the coachee reliant on the manager to improve their performance limiting the development of a 'real' coaching culture – **RC60™ teaches managers how to position and introduce coaching effectively within a team and the workplace.**
- 13 Your Trainer / Project Manager has limited support and expertise in seeing the Development of the Coaching Culture through to a measurable conclusion – **RC60™ offers**

a complete solution for Training Managers including support in delivering the coaching culture.

- 14 The decision makers in the organisation do not understand the differences between coaching, mentoring, training and counselling and rarely experience the true power of coaching – RC60™ offer any Board of Directors the opportunity to experience the power of this coaching system free of charge to enable them to make an informed decision.**
- 15 Your organisation is unable to evidence a return on investment for its' coaching training – RC60™ shows companies and trainers how to establish measurable coaching objectives and evidence a return on investment.**
- 16 Your trainers do not have the required levels of coaching skill and understanding to teach coaching skills to managers with the confidence they need – RC60™ offer trainers expert tuition and recognised qualifications in the delivery of coaching training and Managing the Development of Coaching Cultures.**
- 17 Organisations believe it's too difficult to develop a coaching culture across the organisation and so settle for delivering basic skills training to 'put a tick in the box' – RC60™ means you easily do more than 'tick the box' for coaching training by providing everything you need to deliver proven coaching training programmes that inspire managers to make a real difference.**

Conclusion

Don't make the same mistakes as other trainers and organisations. To develop effective coaching skills and an effective coaching culture you must provide consistent messages throughout all of your coaching training programmes by using the same models and principles for everyone.

Remember, the secret to this is getting the balance right between the simplicity, flexibility and depth of your chosen coaching model.

RC60™ is *the first complete coaching system* for trainers to aid the development of coaching cultures. It is a proven and infinitely flexible coaching model offering the same fundamental principles and ethos for everyone in the organisation regardless of their experience or position in the company.

RC60™ ensures you have access to *everything you need to begin with* in order to take your coaching skills and the skills of your managers to whatever level you want using one complete system.

The RC60™ system is easy to learn and teach. And yet, it has the depth and range of content that will continually develop and grow an effective coaching culture through managers, regardless of their position in the organisation and their level of coaching experience. Most importantly, it has been purposefully designed for business use to help busy managers be naturally more effective in leadership roles.

With this complete system, you can develop the required practical coaching skills across all levels of management – from front line staff to your Board of Directors.

This service comprises of 3 levels of Coach Certification and 3 levels of Trainer Certification. Each level of Trainer certification provides you with everything you need to deliver the respective Coach Certification programme. So,

Trainer Certification	... gives you everything you need to deliver:
Level One	The RC60™ Level One Coach Certification Programme
Level Two	The RC60™ Level Two Coach Certification Programme - Intermediate Skills

Level Two	The RC60™ Level Two Coach Certification Programme - Intermediate Skills
Level Three	The RC60™ Level One Coach Certification Programme - Advanced Skills

Accredited and endorsed by The Institute of Leadership and Management (ILM) these courses offer recognised business coaching skills qualifications and unique endorsed qualifications for trainers in 'Managing the Development of Coaching Cultures'.

If you are still looking for a 'tick in the box' coaching training skills programmes for managers then the Level One Trainer Certification programme will be more than sufficient for you – it will do more than put a 'tick in the box', it will exceed the expectations of your team and give them practical training they can apply immediately.

Plus, if you would like to offer the full ILM qualifications to members of your management teams then this service is available upon request.

If you want to grow and develop a coaching culture you can choose to undertake all three levels of programme and have access to levels two and three as well.

As well as four comprehensive training manuals, we provide you with proven frameworks that show you how you can map your team or organisational structure onto a workable training plan that will naturally allow the coaching skills and culture to develop.

With each level of Trainer Certification programme, we also provide you with:

- respective levels of business coaching skills training and train the trainer training
- profiling systems to understand the 'natural make-up' of your coaching culture
- access to complete and professional workbooks and delegate training packs
- email coaching programmes to integrate the skills into the workplace after the initial face to face training
- and, evaluation systems to monitor and track the integration of coaching skills in the workplace and measure the results.

This provides you with proven formula you can quickly learn to deliver truly effective coaching skills training with complete confidence.

The level one Trainer Certification programme alone is **significantly more cost effective** than designing your own training programme or having consultants deliver such training for you. It saves you considerable research and development time and stress. This we guarantee.

Good luck with your training and we trust we look forward to meeting you at one of our forthcoming programmes.

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Click [here](#) for details of Anne and Amarpal's outstandingly successful 'Results Coaching in 60 Seconds' programmes.

**TO DISCUSS YOUR TRAINING REQUIREMENTS
PLEASE CALL 01582 469080**

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