

THE POWER OF COACHING IN HR

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The Power of Coaching – My Story

Headhunting / Recruiting, HR / Personnel Development, Project Development

Coaching opened my eyes and saved my life.

Career Coach, Speaker, Trainer – love to help others find & follow their unique path in career and life, reach their goals and make changes to the better.

WHAT WILL WE TALK ABOUT TODAY?

- What is Coaching?
- Value of Coaching
- Coaching in HR
- Prerequisites
- External vs. Internal Coach
- Tools & Techniques

WHAT IS COACHING?

What do employees want & need ?

➡ be respected, appreciated, heard, and supported

Coaching has the power to support any company and organization in competing for top talent.

- Find right candidates
- Keep content employees

The right coach can support you in all of that – in that sense coaching offers tools for the 21st century, if you will.

Coaching – Definition

- Designed cooperation or development form in which a person (“coach”) empowers, guides and supports a client (“coachee”) in achieving a specific personal or professional goal by asking questions and taking care of the solution and goal-focused process.

Coach

- supports coachees in finding independent solutions
- keeps them motivated & committed to execution of their objective
- acts like a sparring & accountability partner
- usually doesn't give advice.

Assumptions/Guidelines

- Expert meeting: coachee is expert of her life, coach is expert of process
- Coachee know the answers to every question or challenge
- Coachee is always right - everyone has their own reality
- Self-empowerment: Coach asks questions and has tools and techniques to empower coachee to find answers within themselves
- “Best” choices: helps coachee discover what their own personal "best" might be and learn how to make choices that create a fulfilling life
- Solution-oriented, goal-oriented (take action!)
- Full confidentiality – problem in HR: between the seats

VALUE OF COACHING

- **Coaching is highly efficient.** Alleviate the clients' mind by giving a new perspective and helping to find and reach a solution that works for them
 - problems and conflicts solved quicker, further conflicts avoided
 - higher employee satisfaction and retention rate, ...
- **Coaching is particularly useful in international organizations.** Location independent → coach works with your input and supports you in reaching your goals either in person or by using the vast options of technology.
- **Coaching is affordable** – in particular if HR managers also learn to use the most relevant coaching tools and techniques. Many issues can already be solved with an internal HR coach.

Coaching helps to improve...

...the morale and the commitment of your employees. Shows you value them → gain their respect and confidence, help them open up with own ideas and feel their contribution is valued. The more control we have over own goals and decisions, the more committed we are in attaining those goals or following through decisions.

... communication and mutual understanding.

- Empowered environment allows creative and intuitive problem-solving
- no one feels they will be penalized for making suggestions
- get more accurate information
- helps with finding blind spots.

... working relationships within a team and organization due to the openness and acceptance of others' ideas and thinking. People feel empowered – creates atmosphere of trust and honesty. Direct impact on...

... the performance. Coaching helps to achieve goals. Coachees more self-sufficient, enables better delegation and focus on other relevant issues.

COACHING IN HR

Coaching can be successfully used in all areas of HR, in particular in

- **the recruitment process** (e.g., asking the right questions to get the right employees)
- **conflict management** (e.g., understand their issues and support them in solving them)
- **personnel development** (e.g. figuring out what the employee needs and wants)
- **leadership advancement and support** (e.g., working on the next steps with the manager and helping him/her solving issues, conflicts, etc.)

PREREQUISITES

- Learning culture
- Attitude of the coach & coachee - Trust, respect and confidentiality
- Collaboration
- Openness
- Support from management
- Feedback instead of judgements
- Focus on understanding, feasible solutions & implementation

EXTERNAL VS. INTERNAL COACH

Internal Coach

- works in same company as coachee, e.g. HR or direct manager
- either full-time or part-time coach with other responsibilities in the company (most common)

External Coach

is a professional coach hired and outsourced from outside of the coachee's company.

Decision-Influencing Factors:

- Availability
- Leadership level
- Personal preference and needs
- Cost
- Topic (big or small issue? delicate?)
- Culture
- Interest (conflicting goal?)

Criteria of a great coach:

Experience, focus on results, good listeners, helps coachees stay on track, committed to their goal, doesn't give advice.

EXTERNAL COACH – ADVANTAGES

- Specialist skills & experience – more powerful support
- Higher level of credibility and confidentiality
- Greater objectivity - unaffected by organizational culture and politics
- Experience in many organizations, industries, environments and best practices
- Fresh perspective
- Main profession - dependent on being successful at every coaching assignment
- Focus exclusively on coachee's needs – produce significant results in short time
- No day to day distractions

EXTERNAL COACH – DRAWBACKS

- Higher costs and expenses
- Less familiar with company's culture, processes & politics (two sides) - changes may not fit organization
- Inconsistent methods across pool of coaches
- Less short-term availability

INTERNAL COACH – ADVANTAGES

- No direct costs
- Greater understanding of organizational culture & processes
- More control and consistency over methods
- Scheduling flexibility
- More time observing coachees and team in action
- Already interact with coachee, chance to get to know them better
- Mutual trust and respect

INTERNAL COACH – DISADVANTAGES

- Time management - less time for own responsibilities
- Perception of less confidentiality and credibility - coachee less open
- Lack of qualifications and experience
- Limited exposure to different organizations and best practices
- Challenge to change communication style from manager/colleague to coach

TOOLS & TECHNIQUES

Communication Style

- Talking less and listening more
- Collaborating instead of controlling
- Delegating more responsibility
- Giving fewer orders/advice and asking more questions
- Giving specific feedback instead of making judgments

Coaching is having engaging conversations and asking powerful questions.

Question types:

1. Circular questions
2. Scale questions
3. Hypothetical questions
4. Miracle questions
5. Paradoxical questions
6. Solution-focused questions

Circular questions: What would your boss, colleague, friend...say?

Change perspective, gain new point of view

They won't be asked about their own approach and position, but about the position of other people in their circle (environment).

Benefits:

- Break free from old thought patterns
- Create new ideas and solutions
- Detailed insights on environment, circumstances and processes within system

Examples:

How would your boss handle this situation?

If you ask your boss about the atmosphere within the team: What would she reply?

Scale questions: On a scale of 1 to 10 questions

- Helps to talk about subjective perceptions (e.g., satisfaction, motivation, feelings, progress) - become measurable and comparable.
- Scale of 1 to 10: 1= weakest, 10= strongest (e.g. feeling).
- Coachee gives a certain value without defining and expressing details

Benefits:

- Changes, improvements, differences and progress can be grasped
- Can encourage self-monitoring
- Gain information on feelings & perceptions without client's need to write them out

Scale questions 2

Ex: How happy are you with your new job on a scale of 1 to 10?
How would you rate your performance on a scale of 1 to 10?

Good starting point for a deeper conversation:

Ex: On a scale of 1 to 10: How well did you do since our last session? 5.
Why a 5? And what would have made it a 7?

Possible follow-up questions:

- What has happened since last time when you changed your rating from 5 to 7?
- How did you manage to make it a 6?
- What exactly needs to happen to make it from 6 to ...

Hypothetical questions: What if questions

- Usually future-oriented, creative, offers opportunity to think about different point of view and new solutions
- Coachee describes possible scenarios to solve or accomplish something
- Not focused on finding concrete solution, but on evaluating possibilities (feasibility) → helps estimate and calculate consequences of this change or solution

Worsening questioning for difficult and deadlocked situations:

- Good way to find out the essential conditions to solve this problem.
- Ex: What would you need to do to make your situation even worse?

Hypothetical questions 2

Benefits:

- Stimulate the creativity of coachee when searching for ideas and possible solutions
- Coach can use the answers to evaluate the next steps in the process

Ex:

- What would you need to do, if you wanted to accomplish this goal faster?
- What if you could decide alone what to do?
- How would you solve this problem if time was not an issue?
- What would you do if.. How would you react if ...

Miracle question (Magical question)

- Great thought experiment - focus on future and goal
- Client switches attention to how life would be after the problem is solved
- Hypothetical question

Benefits:

- makes client think about perfect life in difficult or „hopeless“ situation
- helps find new motivation and provokes positive thinking



Examples:

Imagine What if this problem would disappear from one day to another? How would the following day look like? How would you realize this problem disappeared? How would it change the relationship between...?

Paradoxical questions

- Contradictory question that seems absurd but expresses possible truth
- Aim to surprise coachee by aggravating the problem or situation which provokes thinking about new ideas and possible solutions
- Sometimes useful to announce the paradoxical question (Unexpected scenario→ irritation)

Ex: What would it need to completely ruin the project?

Paradoxical questions 2

Benefits:

- Powerful tool whenever coachee is stuck
- Imagine how you completely lose control over a situation→ often leads to valuable reactions and statements

Examples:

- What more would you need to do in order to have a burnout?
- What needs to happen until your boss fires you?
- What could you do to make the problem worse?

Solution-focused questions: What needs to happen to make your coaching even more successful?

Focus on strengths, instead of weaknesses, on competencies, not inadequacies, on „what can“ rather than „what can't“ be done - on the solution, not the problem.

Benefits:

- Steers conversation in positive and constructive direction
- Concentrate on possibilities, resources and helpful people around
- Help to find out which strategies and options have already been tried and which capabilities and chances are still undetected.

Examples:

When don't you have these concerns or problems? What is different in these situations?

What could you change today to have these positive periods more often?

Systemic constellation –
Seeing the whole picture
from a different perspective

Exceptions –
When was it different and why?
What did you do differently?

Role play –
mirroring the answers,
try walking in my shoes



Conclusion

Every employee, every person, wants to be respected, appreciated, heard and supported. We all have different needs and sometimes need support in solving problems or achieving our goals.

YOU can support your (potential) employee by...

- Asking some of these questions to understand where they're coming from and what they really need and want
- Offering clear communication, listening carefully and showing interest in their issues with a curious, open mind
- Focusing on finding solution that works for organization AND employee
- Taking action

If you want something
you've never had,
you must be willing to do
something you've never
done.

THOMAS JEFFERSON

You have more questions?

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THANK YOU FOR YOUR ATTENTION !

**I wish all of you lots of fun & success with
implementing coaching in your work.**