Overview

This standard is about helping individuals – either in your own team or from another work group – to develop and maintain their performance through coaching.

Coaching involves helping individuals improve their performance by:

- identifying their strengths and how they can use these most effectively, and
- analysing areas of their work where they are less than fully effective and identifying, developing, testing and refining new skills and alternative behaviours.

This standard is relevant to managers and leaders who have a specific responsibility for coaching individuals.

This standard links closely with all the other standards in key area *DC Develop and support individuals.*

Performance criteria

You must be able to:

P1   Help individuals identify and prioritise their needs for coaching.

P2   Ensure that individuals' coaching requirements are in line with your organisation's objectives.

P3   Establish with individuals

    P3.1   the specific area(s) in which they want to develop their performance

    P3.2   their current standard of performance

    P3.3   the standard of performance they wish to achieve

    P3.4   why they want to develop their performance

    P3.5   the support they can expect from you, and the commitment you expect from them.

P4   Establish with individuals

    P4.1   the coaching you will provide

    P4.2   the timescale

    P4.3   the location, frequency and duration of meetings

    P4.4   points at which progress will be reviewed

    P4.5   how progress will be measured and assessed.

P5   Explore with individuals the skills they need to develop and the behaviours they need to change in order to meet the desired standard of performance.

P6   Explore with individuals obstacles which could hinder their progress and how to remove these obstacles.

P7   Plan with individuals how they can develop new skills and behaviours in a logical step-by-step sequence.

P8   Provide opportunities for individuals to develop new skills and experiment with alternative behaviours with confidence.

P9   Encourage individuals to identify and seize opportunities to apply their newly-developed skills and behaviours to their work.

P10   Explore with individuals any risks involved in applying their newly-developed skills and behaviours to their work and help them plan how to reduce these risks to levels acceptable to them and the organisation.

P11   Encourage individuals to reflect on their progress and clarify their thoughts and feelings about it.

P12 Monitor the individuals' progress in a systematic way.

P13 Provide specific feedback designed to improve individuals' skills, reinforce effective behaviours and enhance their motivation to achieve the desired standard of performance.

P14 Agree with individuals when they have achieved the desired standard of performance, or when they no longer require coaching.

P15 Encourage and empower individuals to take responsibility for developing and maintaining their own self-awareness, performance and impact

Knowledge and understanding

General knowledge and understanding

You need to know and understand:

K1   Relevant coaching models, tools and techniques, and how to apply these.

K2   The skills effective coaches require, and how to apply these skills.

K3   How to establish a coaching contract with individuals and what the contract should cover.

K4   How to help individuals identify the skills they need to develop and the behaviours they need to change.

K5   How to help individuals identify and remove obstacles that could hinder their progress.

K6   How to help individuals prepare a plan to develop their skills and/or adapt their behaviours.

K7   How to help individuals try out new skills and behaviours in safe environments.

K8   How to help individuals identify and seize opportunities to apply their newly-developed skills and behaviours to their work.

K9   How to help individuals assess and manage risks associated with new skills and behaviours.

K10   The importance of individuals reflecting on their progress and how to help them do this.

K11   The importance of monitoring individuals' progress in developing new skills and behaviours and how to do this.

K12   How to give individuals specific feedback designed to improve their skills, reinforce effective behaviours and enhance their motivation.

K13   The importance of recognising when individuals have achieved their development objectives.

K14   How to empower individuals to take responsibility for their own development.

Industry/sector specific knowledge and understanding

You need to know and understand:

K15   Industry/sector requirements for supporting individuals to improve their performance.

Context specific knowledge and understanding

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K16 Individuals in your area of work, their roles, responsibilities, competences and potential.

K17 Your organisation's objectives.

K18 Sources of information, resources and advice in your organisation.

K19 Your organisation's policies and practices in relation to coaching

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

1   Seek opportunities to improve performance

2   Find practical ways to overcome obstacles

3   Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding

4   Show empathy with others' needs, feelings and motivations and take an active interest in their concerns

5   Support others to make effective use of their abilities

6   Give feedback to others to help them maintain and improve their performance

7   Recognise the achievements and success of others

8   Inspire others with the desire to learn

9   Address performance issues promptly and resolve them directly with the people involved

10   Check individuals' commitment to their roles and responsibilities

11   Communicate clearly the value and benefits of a proposed course of action

12   Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation

Skills

When performing to this standard, you are likely to demonstrate the following skills:

- Coaching

- Communicating

- Demonstrating

- Empathising

- Empowering

- Evaluating

- Influencing

- Information management

- Inspiring

- Leading by example

- Learning

- Monitoring

- Motivating

- Networking

- Obtaining feedback

- Planning

- Presenting information

- Problem solving

- Providing feedback

- Questioning

- Reflecting

- Reviewing

- Thinking systematically

- Valuing and supporting others

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