

# Coaching Team



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# The Manager as a Coach

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## What is Coaching?

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- “Coaching is unlocking a person’s potential to maximise their own performance. It is helping them to learn rather than teaching them.”

- Timothy Gallwey



# The Coaching Relationship

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- Coach
- Coachee/Client
- Their relationship must be one of partnership in an endeavour, of trust, of safety and comfortable.



## Coaching is ...

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- basically a conversation.
- a means for learning and development.
- guiding someone towards his or her goals.
- the mutual sharing of experiences and opinions to create agreed-upon outcomes.
- more about asking the right questions than providing the correct answers.



## Coaching is not ...

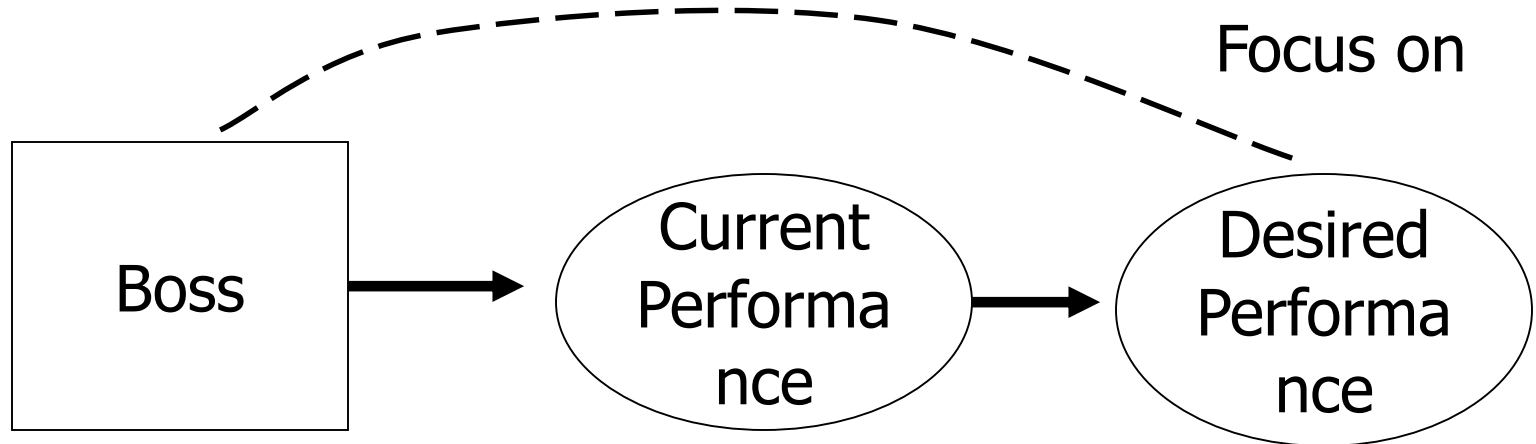
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- being the expert or supervisor with all the answers.
- directing someone to take actions to meet goals.
- an opportunity to correct someone's behaviors or actions.



# Bossing at the Back

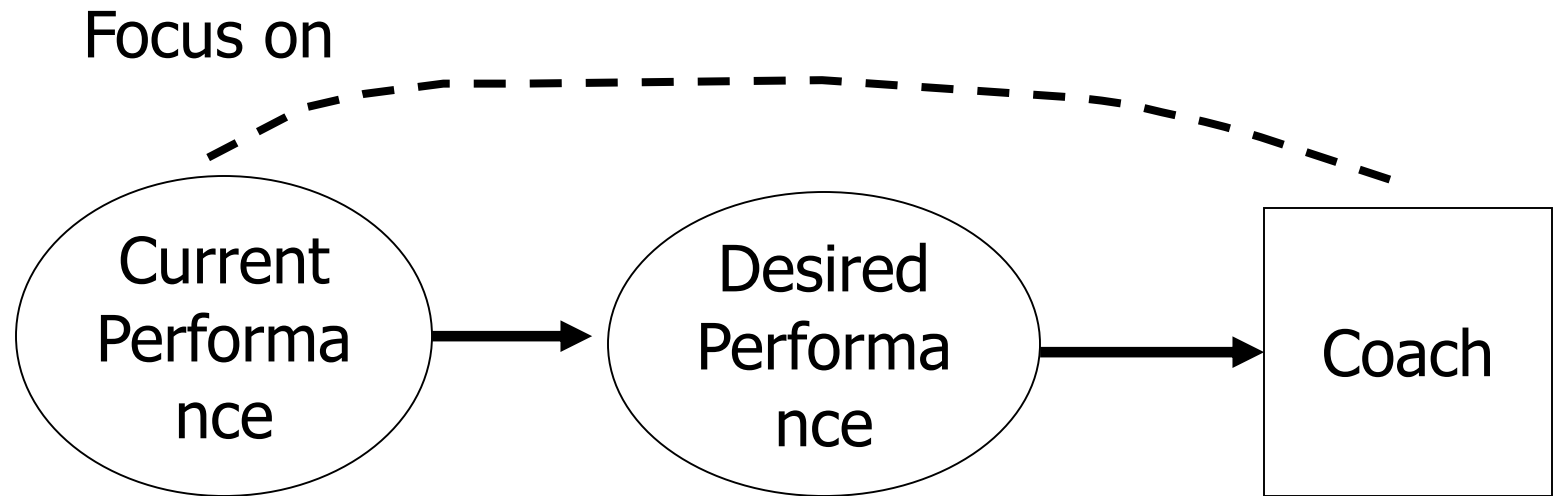
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# Coaching in Front

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## The Boss vs The Coach

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Talks

Tells

Seeks control

Works on

Puts result first

Assigns blame

Gets the most from  
people

Listens

Asks

Seeks commitment

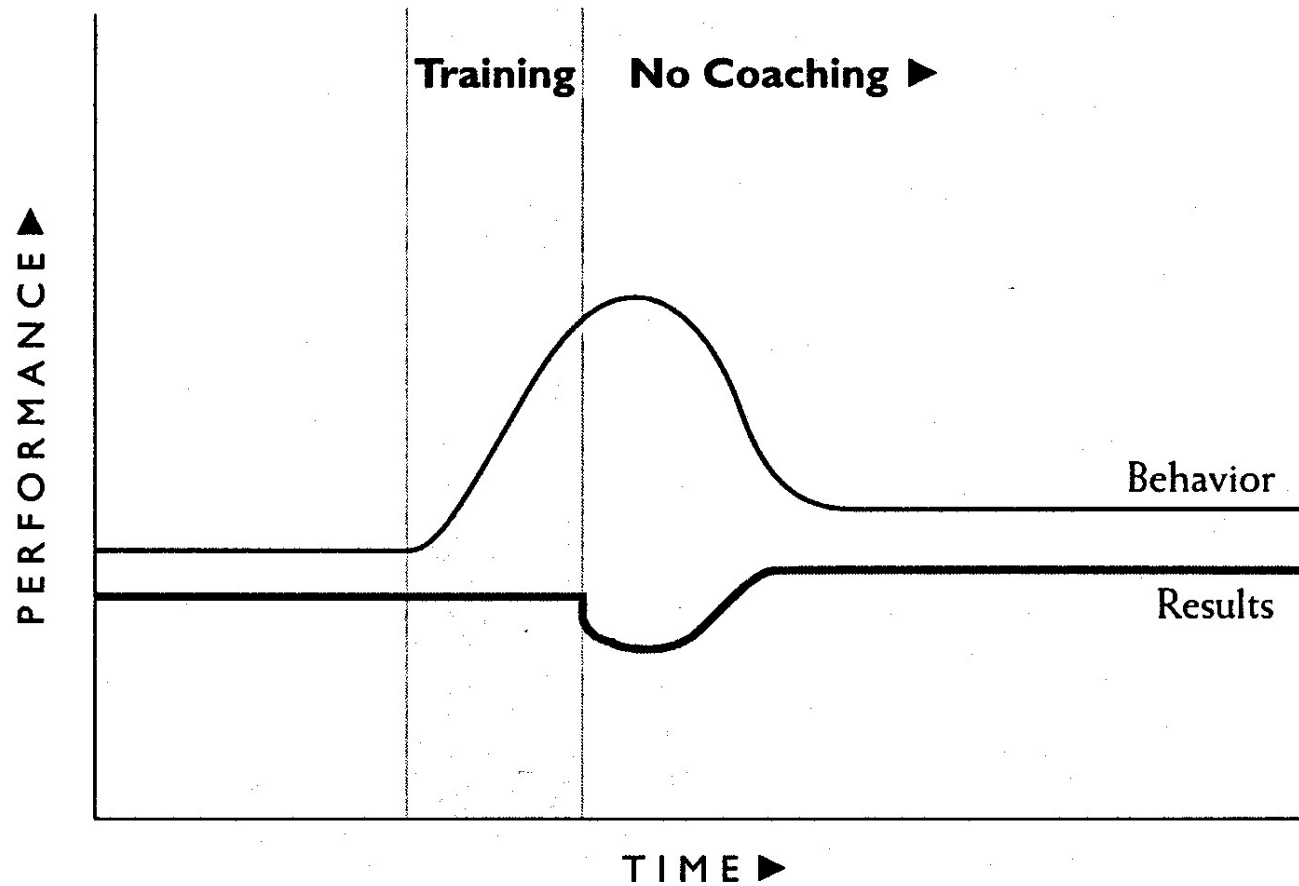
Works with

Puts process first

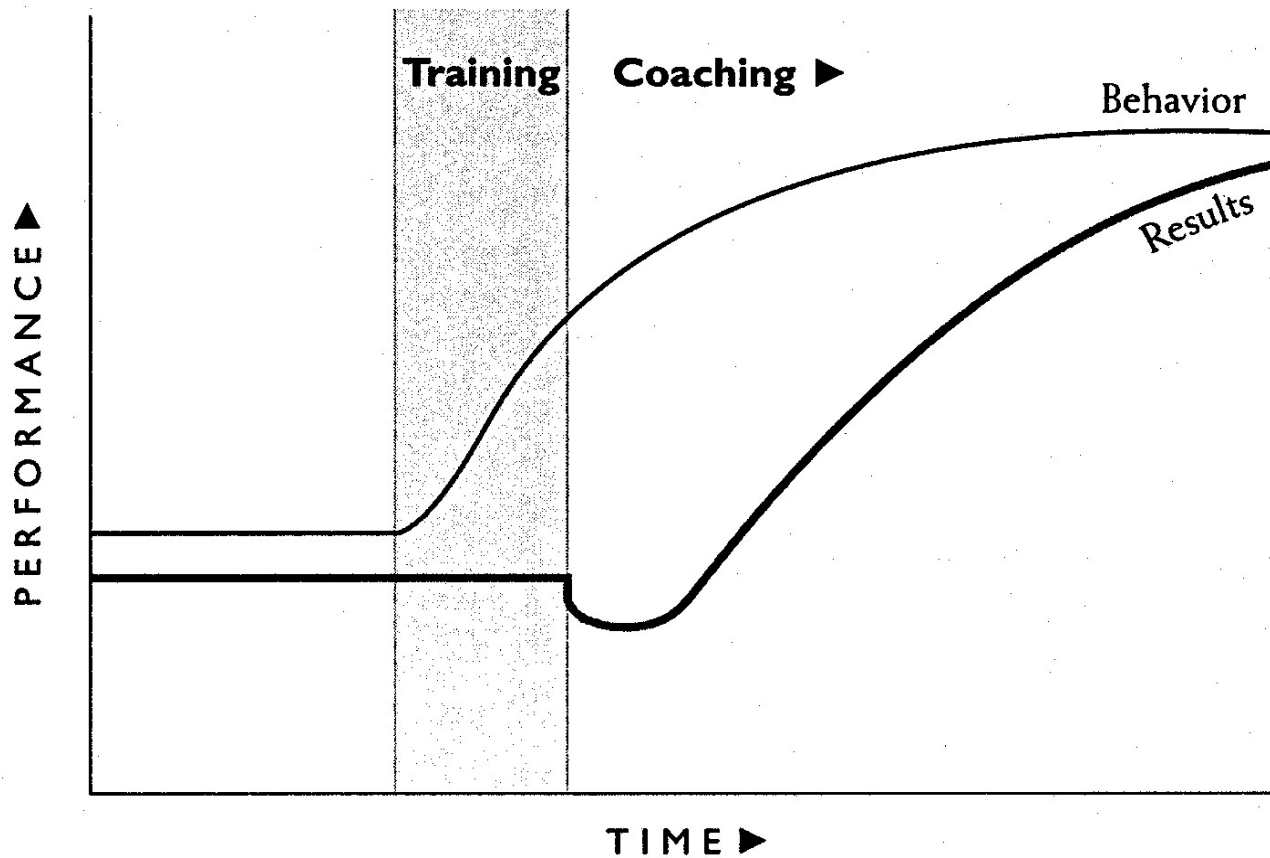
Takes responsibility

Gets the best from  
people

# Training with No Coaching



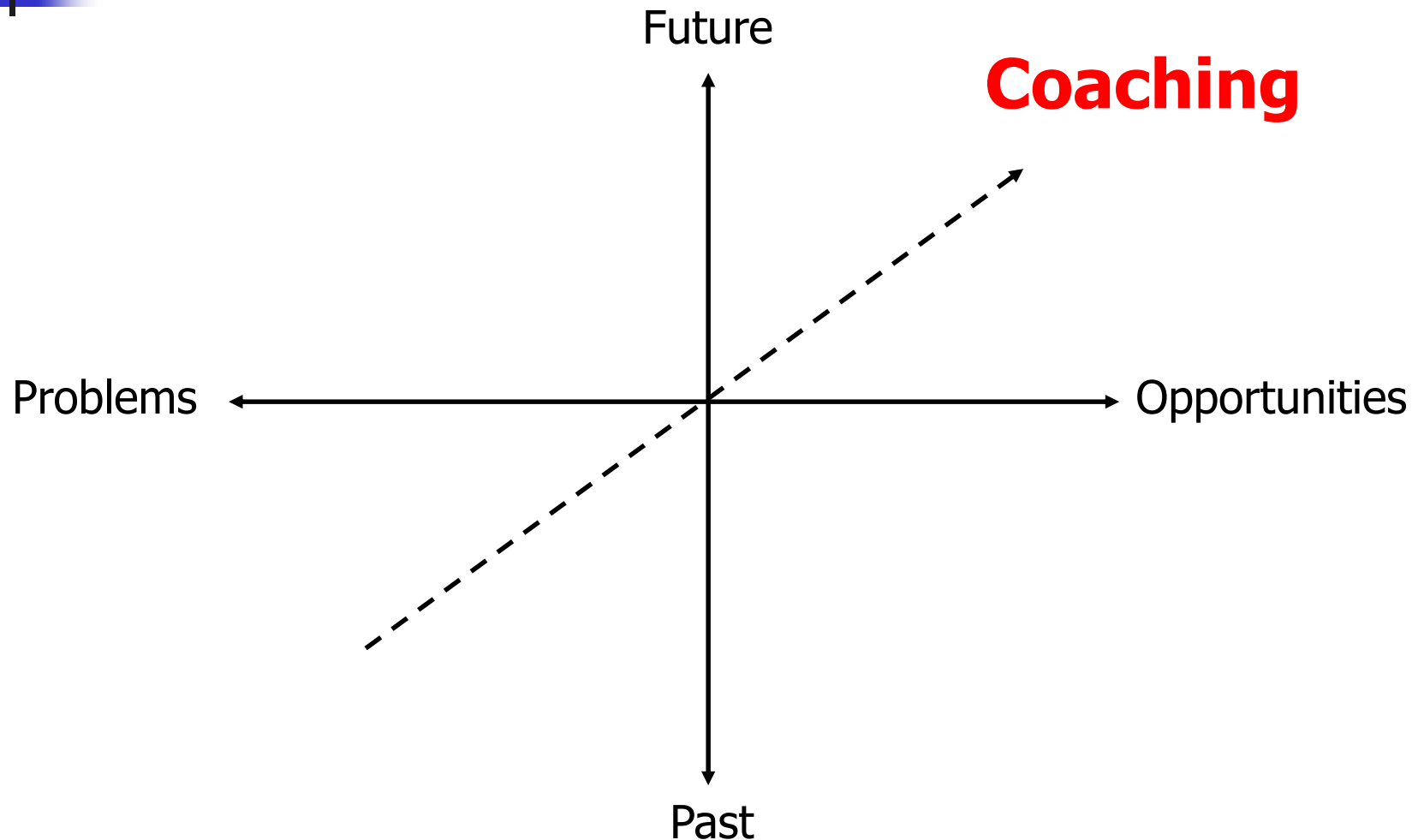
# Training with Coaching



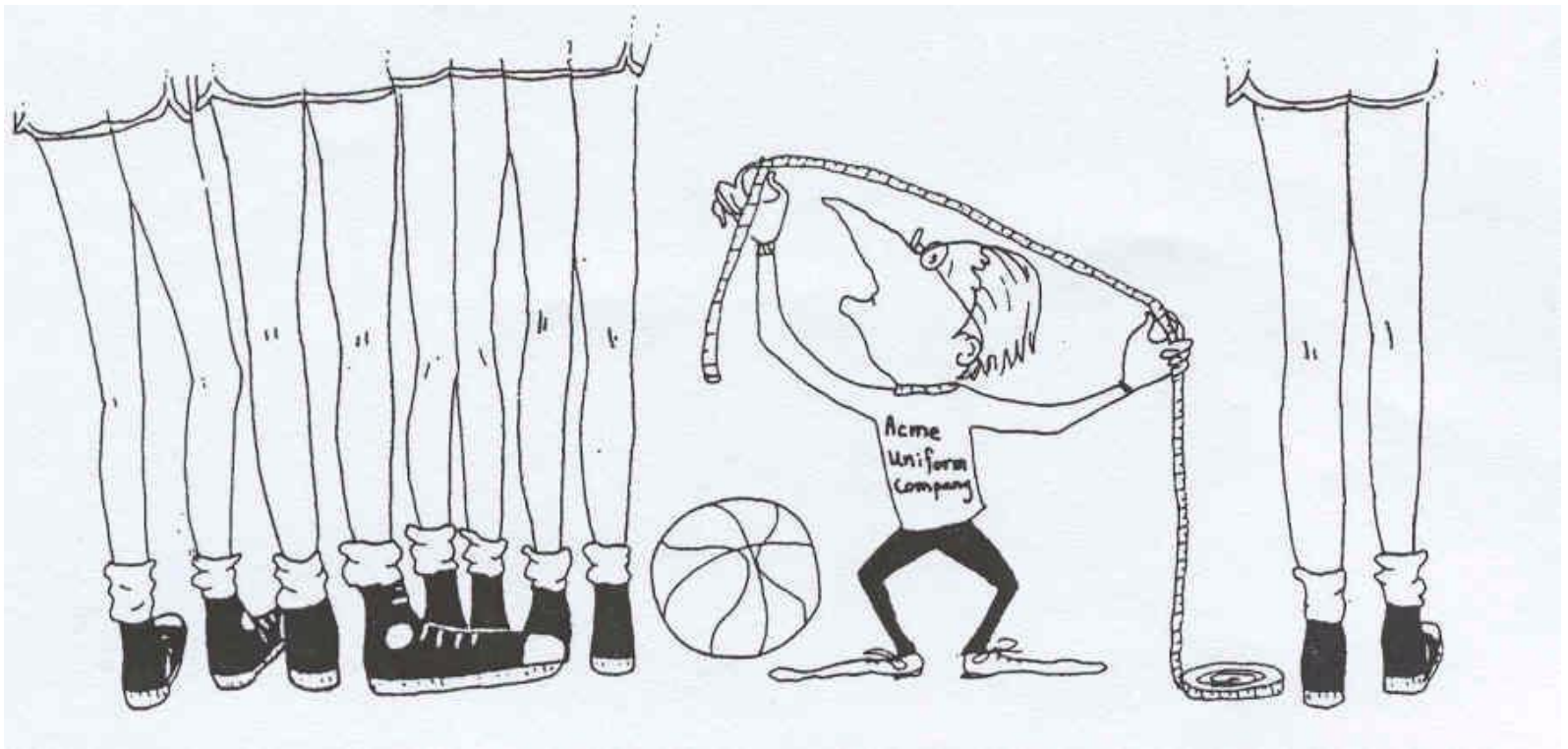


# The Focus of Coaching

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# The Coaching Process





## Obstacles to Performance

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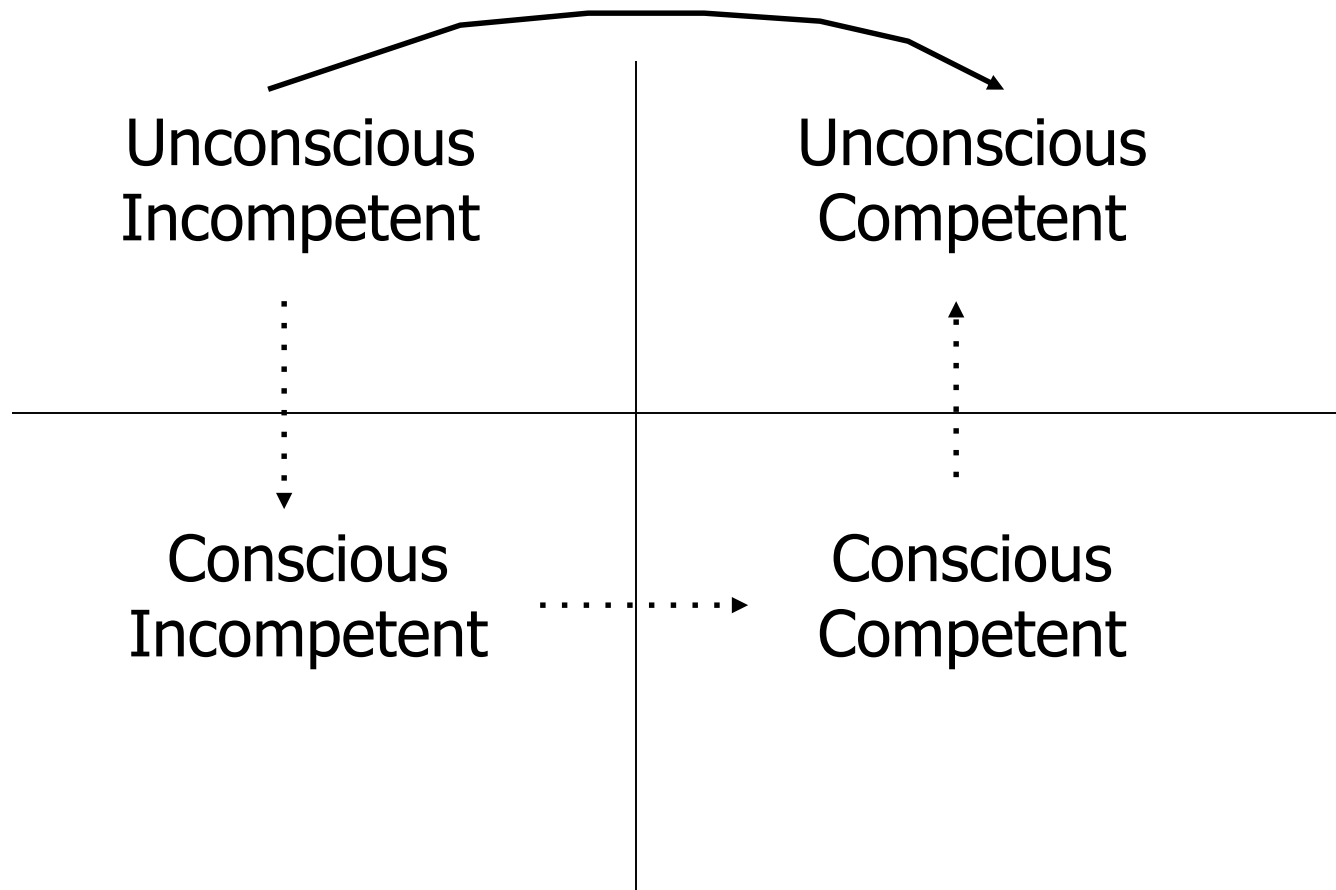
- “If a coach can help a player to remove or reduce the internal obstacles to his or her performance, an unexpected natural ability will flow forth without the need for much technical input from the coach.”

- Timothy Gallwey



# Coaching New Skills

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## Performance Coaching

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- **Context:** Awareness and Responsibility
- **Skills:** Observation, Questioning and Feedback
- **Sequence:** The GROW Model



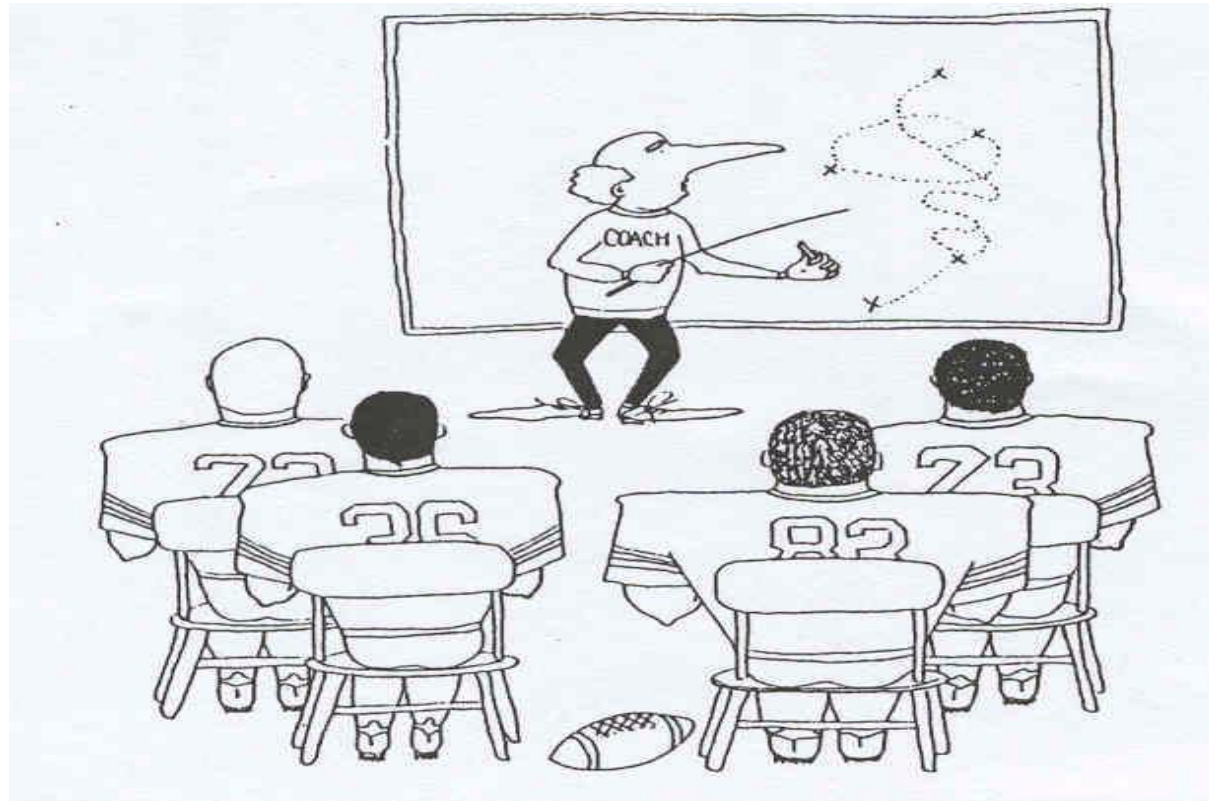


## The GROW Model

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- **GOAL:** What do you want?
- Establish the GOAL
- **REALITY:** What is happening?
- Check the REALITY
- **OPTIONS:** What could you do?
- Consider all OPTIONS
- **WILL:** What will you do?
- Confirm the WILL to act

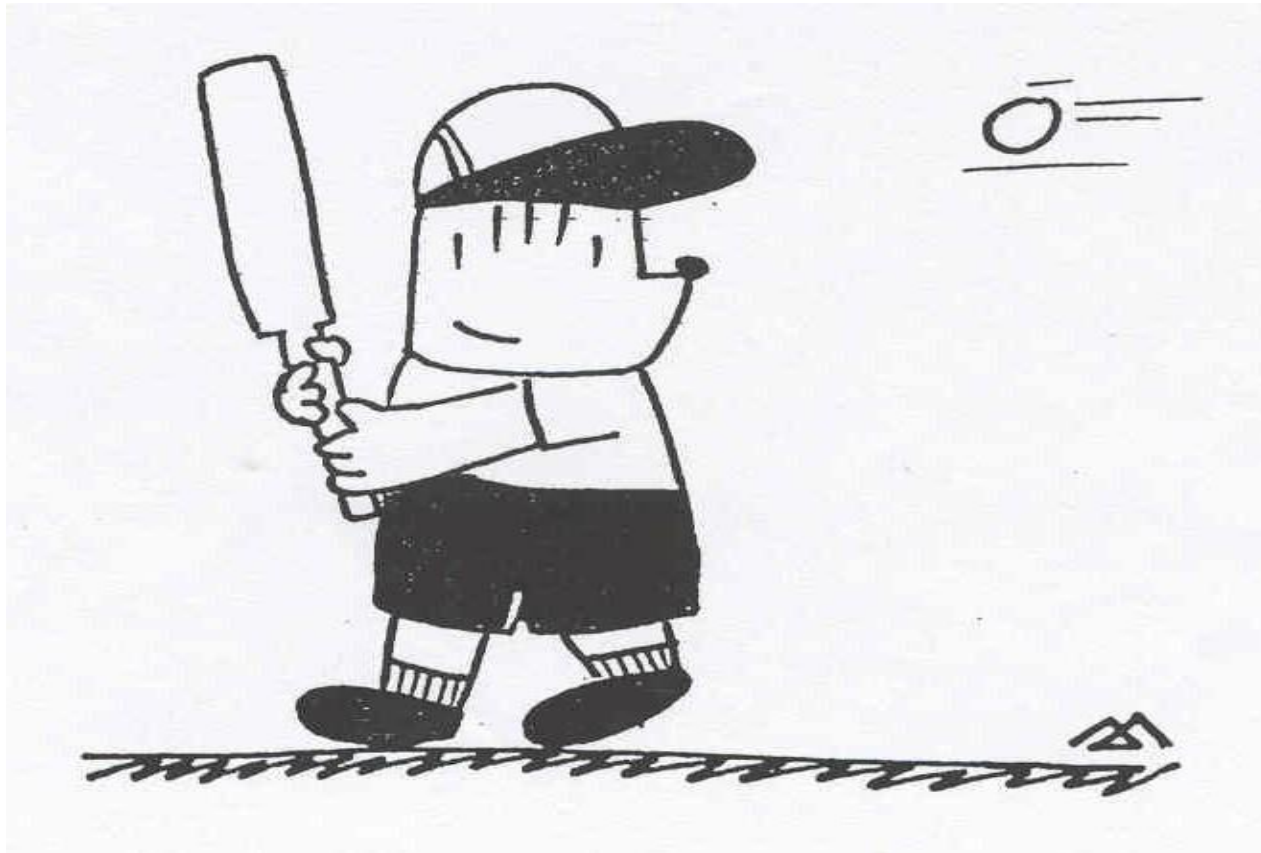
# Coaching Team





# The Baseball Team

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## Baseball in Action

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- Each player contributes to the game.
- The results are pooled for a total score.
- Interaction among players is limited.
- Players are widely dispersed on the field.
- The basic unit is the individual.
- The basic method to improve the team is improvement of individual competency, frequently through hiring new players.



## Coaching Baseball

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- Make sure everyone gets to bat.
- Help with strategy and resources.
- Decides the lineup, when to make substitutions.
- Pooled interdependence: players are relatively independence of one another in completing their task.

# The Football Team





## Football in Action

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- Players are tightly huddled together and every player on the field is involved.
- The basic unit is a small team (offense, defense).
- Overall performance is basically the unit's performance.
- If any player fails in the unit, the whole team will fail.



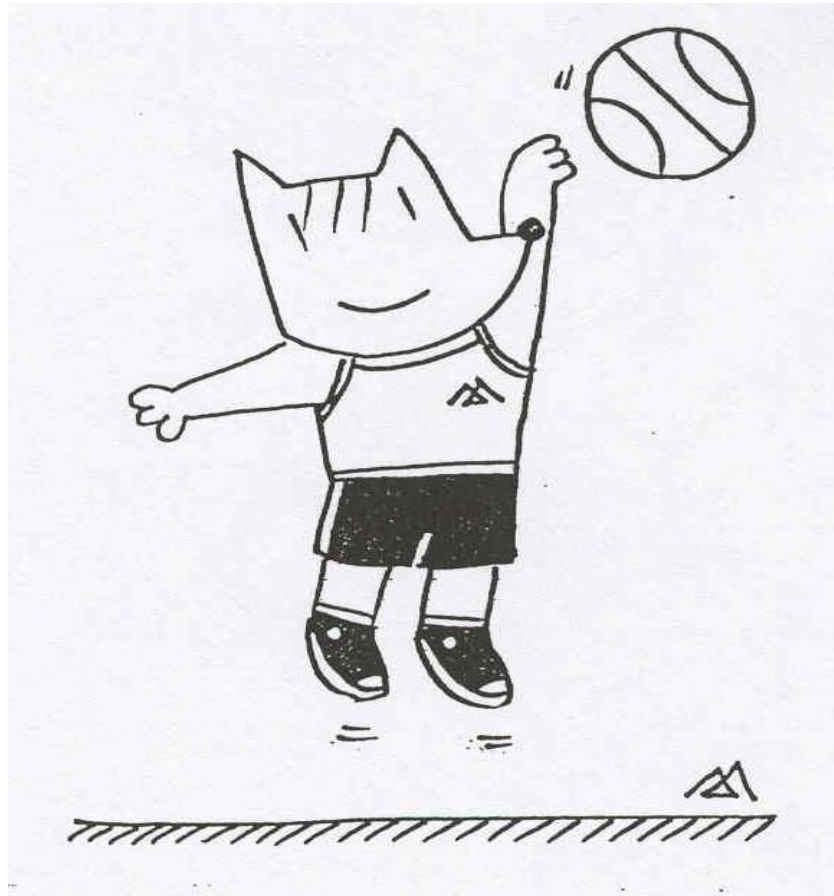
## Coaching Football

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- Make clear the overall strategy.
- The team studies the opponents and practises to combat the opponent's strengths.
- Instructions for each player and job descriptions are narrow.
- Sequential interdependence: the output of one team player becomes the input to another.



# The Basketball Team





## Basketball in Action

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- The ball passes back and forth from one player to another.
- Although individuals shoot and score, the individual cannot win the game without the whole team.
- Every player is involved in offense, defense and transition; handles the ball and attempts to score.
- The basic unit is the whole team.
- Improvement comes from developing individual and team competency.

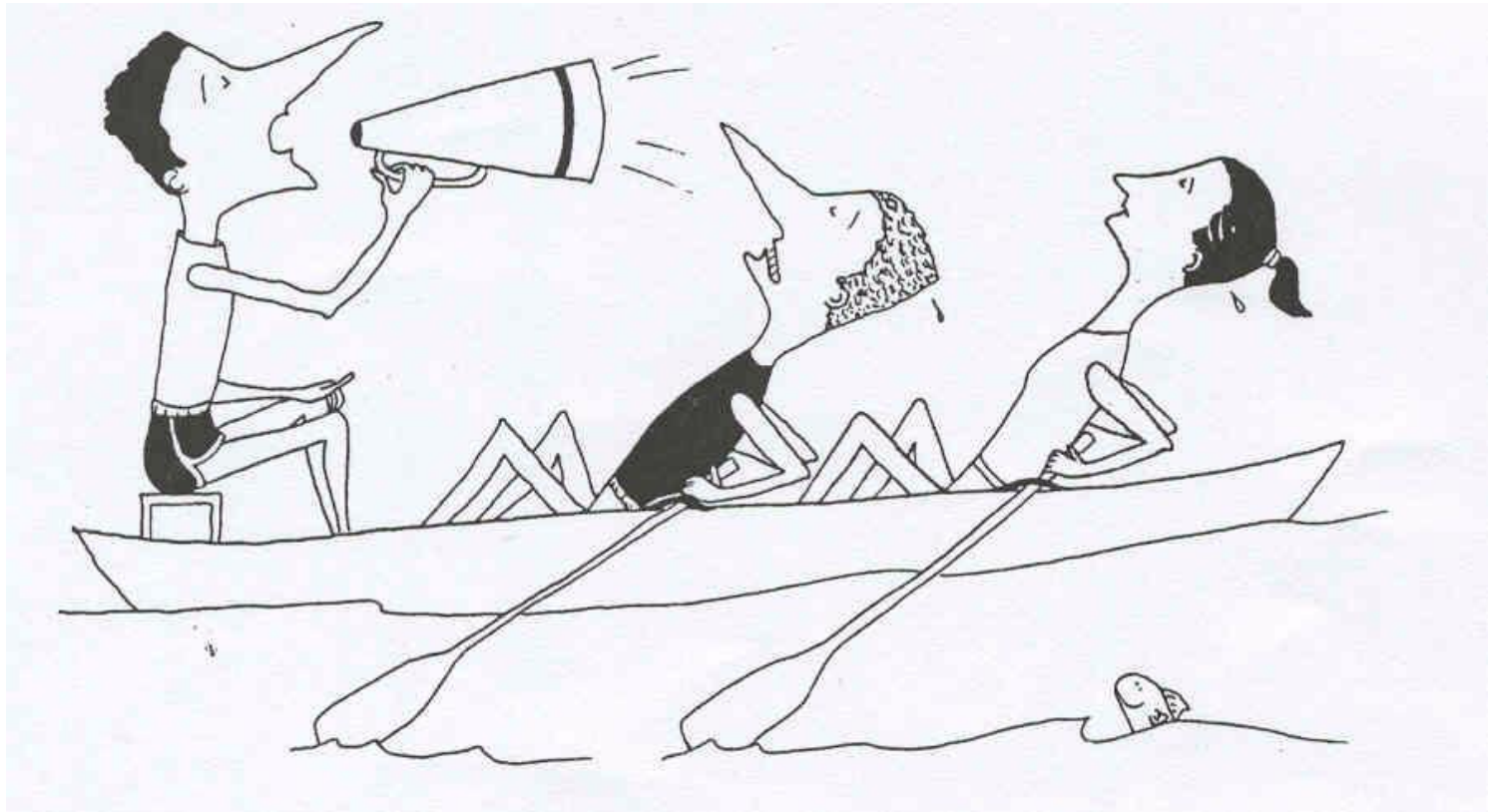


## Coaching Basketball

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- Be clear about vision.
- Share information with the whole team.
- The leader's role is integrative.
- Cooperation and the ability to use each other's strengths are critical to the success.
- Reciprocal interdependence: players influence and affect one another in reciprocal manner.

# Coaching in Action





## Effective Coach

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- Sets clear goals, objectives and priorities.
- Observes behaviour and performance.
- Provides immediate feedback.
- Recognises winning performance.



## Performance vs Potential

	Exceed Performance	Meet Performance	Below Performance
High Potential			
Medium Potential			
Low Potential			



## A Skill Coaching Form

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- Skill to be improved: \_\_\_\_\_.
- What do you mean by \_\_\_\_\_?
- How could you improve that skill?
- What are you going to do?
- How will you know that you have achieved it?
- Review date: \_\_\_\_\_



# Personal Development Plan

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Actions required	By when	Reviewed by





## Attitudes to Work

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- **Satisfaction:**

- How much you like it here?

- **Commitment:**

- How much you want to improve performance?

- **Engagement:**

- How much you want to and actually do to improve performance?



## Coaching in a Nutshell

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- “You cannot teach a person anything.
- You can only help him discover it within himself.”
- Galileo Galilei



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■ Thank you.