

Stellar Leadership Podcast No.2 - Transcript

Stellar: *Welcome to Stellar Leadership podcast No.2. This podcast is based on an interview with Richard O’Rawe on the subject of Creating a Coaching Culture.*

Any successful, professional sportsperson has a coach whose role it is to encourage, challenge and motivate that person to achieve their true potential.

I was reminded of this recently upon the death of Angelo Dundee, famously Muhammad Ali’s coach. He trained 15 different world champion boxers. Dundee was able to get the best from his athletes in the most stressful of situations.

In the working environment, the same principles apply. A coach can be essential to allowing others to increase their overall performance and sense of achievement. But how is this type of intervention applied in the workplace today? Here to tell us, is Richard O’Rawe, Managing Director of Stellar Leadership.

So first of all, do you think that coaching can really make a difference to a company?

RO’R: Yes, and I am not alone. Studies into the value of coaching demonstrate real, practical benefits including in one study:

- Up to 30 hours a month saved for the team leader; Improved individual performance; and
- Improved team working.

30 hours time saved seems a lot – but think about it – what if you did not have to repeatedly sort out problems for others and could delegate work that others well able to do.

One study has shown that coaching has delivered improved results with an amazing 700% return on the cost of coaching (Booz-Allen, 2007).

Really, The main purpose of coaching is to help people become self-reliant, proficient and motivated. When carried out well, it is a subtle art that allows the coachee to establish his/her own goals and plans. I think about it as “unlocking a persons potential to be at their best”.

Stellar: *What is different about the coaching model offered by Stellar?*

RO’R: It is our belief that a coach needs to understand the coachee’s environment if they are to help guide them through their own journey of self-discovery.

We try to spend some time getting to know their world and therefore understand the issues they face, from their perspective. We have this saying, “you are not coaching yourself”.

Our overall approach is based on a creating a *Coaching Pathway*.

A coaching pathway begins with an agreement on where the coachee wants to get to, in terms of dealing with issues and problems that hold them back from achieving their performance goals.

In our model, we will work with the person to identify a goal, reflect on the current situation, explore options and develop an action plan. The whole idea is to get them to think differently – come up with new solutions since whatever they are doing at the moment is not getting them the desired result.

Stellar: *So, it's an ongoing thing?*

RO'R: This may only require a single session or it could lead to a series of coaching sessions that deal with the different topics that arise. It may be that one admission of a problem extends into a number of related issues. Each one may then need to be dealt with in a separate session at which the coach uses a different coaching style or tool. Again, the Coaching Pathway approach lends itself to this.

Stellar: *So coaching is effectively aimed at helping people to help themselves...*

RO'R: The greatest benefit comes when the organisation has succeeded in generating an environment where there is high expectation of performance derived from people feeling empowered and free to solve their own problems. This can be achieved when the individual feels supported by a coaching culture that is alive and well.

One of the most effective ways to invest in people's development and to encourage them to achieve beyond their limitations, is to use coaching. This is developed - in particular, although not exclusively - through the relationship between the manager and their direct reports. There is a role for an external coach but we believe that to create a coaching culture, every leader-manager in the organisation needs to be able to adopt a coaching style.

Stellar: *Well thank you very much. IN our next installment, we will be chatting to Richard about the specifics of the Stellar coaching model he calls TOSCA.*