

# Coaching and Centres – How?

Sandra Schlebusch  
*The Consultants*



# Purpose of Presentation:

To Share How We Integrated Coaching Principles into  
Development Centres



**The Consultants**  
MOVING FORWARD FAST

# Topics to be Covered:

- The Need for Change
- Purpose of Development Centres
- What was Already in Place
- What is Coaching
- How Coaching was Incorporated
- Results
- Road Ahead



The Consultants  
MOVING FORWARD FAST

# The Need to Change

- We Have Been Using Collaborative Centres For Some Years
- Positive Results
- Some Delegates Feel That Some Facilitators Are Insensitive To Their Needs and Specific Situation
- Some Delegates Still Resist and Ignore some Elements on Their Development Plans
- Our Clients (And We) Would Like To Optimise The Learning Process



# Purpose of A Development Centre

- To Identify a Delegate's Current Areas of Strengths and Areas Needing Further Development
- To Compile A Development Plan Unique to the Delegate



The Consultants  
MOVING FORWARD FAST

# What Was Already In Place

- Collaborative Centres
- Using Narrative Technique Principles



**The Consultants**  
MOVING FORWARD FAST

# What Is A Collaborative Centre

- **A Process Using Centre Technology**
- **The Same Purpose As A Development Centre**
- **The Delegate Works With One Facilitator**
- **The Delegate Evaluates Own Behaviour After Every Simulation (With Facilitator Assistance)**
- **Learnings From One Simulation Can Be Applied During The Next Simulation**
- **Development Needs Are Jointly Established**
- **Development Plans Are Jointly Drawn-up**



# Difference Between A Traditional Development Centre And A Collaborative Development Centre

- Process Differences
- Principle Differences



# Difference Between A Traditional Development Centre And A Collaborative Development Centre (Continue)

## Traditional Development Centres

### Process:

- The Delegate Completes The Simulations
- The Assessors Observe, Note, Classify And Evaluate Behaviour
- Qualified Person Writes The Final Report



**The Consultants**  
MOVING FORWARD FAST

# Difference Between A Traditional Development Centre And A Collaborative Development Centre (Continue)

## Traditional Development Centres

### Process (Continue):

- Qualified Person Gives Feedback To The Delegate And The Line-manager After The Centre
- The Development Plan Is Done By The Delegate And Experts In The Organisation



**The Consultants**  
MOVING FORWARD FAST

# Difference Between A Traditional Development Centre And A Collaborative Development Centre (Continue)

## Traditional Development Centres

### Principles:

- Accurate Assessment Very Important
- Focus Is On Obtaining High Quality Behavioural Information
- Assessors And Delegates Do Not Interact Outside The Simulations During The Centre
- Delegates Receive No Feedback On Behaviour During The Centre
- Time Spend In Simulations (Doing) Versus Time Spend Reflecting Is 60%:40%



**The Consultants**  
MOVING FORWARD FAST

# Difference Between A Traditional Development Centre And A Collaborative Development Centre (Continue)

## Collaborative Development Centres

### Process:

- Each Simulation Is Followed By Immediate, Comprehensive Feedback And Open Discussion
- Helpful, Objective, Relevant Comment Provided By The Facilitator
- Mutual Agreement On Rating For Behaviour, Based On “Checklists”



# Difference Between A Traditional Development Centre And A Collaborative Development Centre (Continued”)

## Collaborative Development Centres

### Process (Continued):

- The Delegate Writes Own Final Report, With The Assistance Of The Facilitator
- The Delegate Designs Own Development Plan, With The Assistance Of The Facilitator
- The Delegate, With The Assistance Of A Consultant, Gives Feedback To The Line-manager
- Implementation Of The Delegates Development Plan Is Monitored



# Difference Between A Traditional Development Centre And A Collaborative Development Centre (Continued)

## Collaborative Development Centres

### Principles:

- The Delegate Encouraged To Experiment With New Behaviour, Styles, Approaches
- The Facilitator Actively Challenges And Guides The Delegate
- The Emphasis Is On Learning From Experience And Feedback
- Concern For Detail And Accurate Assessment Is Less



**The Consultants**  
MOVING FORWARD FAST

# Difference Between A Traditional Development Centre And A Collaborative Development Centre (Continued)

## Collaborative Development Centres

### Principles (Continue):

- Time Spend In Simulations (Doing) Versus Time Spend Reflecting Is 40%:60%
- The Delegate Is Responsible For Own Development, The Employer Creates A Conducive Framework



**The Consultants**  
MOVING FORWARD FAST

# What is Narrative Technique

- Narrative Therapy Is A Social Constructionist Model
- Proposes That Problems Are Maintained Through Language-based Belief Systems
- If You Change Your View Of A Problem, The Problem In Essence Will Also Change



# What Is Narrative Technique (Continued)

- **Underlying Assumptions Of Social Constructionism:**
  - People Participate In The Construction Of Their Reality
  - Construction Takes Place Within A Context That Influences The Individual
  - Construction Is A Constant Activity
  - Common Understanding Is Socially Constructed And Negotiated
  - The Ways In Which Humans Commonly Understand The World Are Historically And Culturally Specific



# What Is Narrative Technique (Continued)

- **Within This Constructionism**
  - Narrative Technique (NT) Is Context/Situation Sensitive
  - NT Works With The Individual's Specific Reality
  - NT Provides A Context For Reflection
  - The Narrative Mode Does Not Lead To Certainties, But To Varying Perspectives



# Narrative Principles

- Respectful, Non-blaming Approach
- Centres On The Individual As The Expert In Own Life
- Views Problems As Separate From People
- Assumes People Have The Competence To Change
- There Are Many Possible Directions A Conversation Can Take
- The Therapist Assists From A Not-knowing, Non-expert Stance



# Narrative Principles In Action At A Centre

- Different Observer Report Forms:
  - Giving Various Scenarios
- Different Discussion Process:
  - Delegate Receives Verbatim Feedback On Role-Player's Experience of The Delegate During The Inter-active Simulation
  - Facilitator and Delegate Discuss Scenarios And Outcomes
  - Facilitator Listens For Desired Outcomes, Enforces Them
  - Joint Decision On Area Of Strength Or Development Area



# What Is Coaching

- **Coaching Is A Form Of Learning Where The Coach Supports The Coachee To Create Learning And Self Development To Benefit The Coachee**
- “Coaching Is A Catalysing Relationship That Accelerates The Process Of Great Performance – It’s About an Individual Identifying Purpose And Living Out Of the Purpose” – Coach U, Inc



**The Consultants**  
MOVING FORWARD FAST

# Types of Coaching

- Various Types - From Being Directive, To Non-directive
- Each Type Underpinned By Principles
- Various Models Exist



The Consultants  
MOVING FORWARD FAST

# Some Coaching Models

- CoachInc.com's 123 Model:
  - Listen
  - Learn
  - Empower
  - Recap
  - Action



**The Consultants**  
MOVING FORWARD FAST

# Some Coaching Models

- Five-S Model;
  - Shifts
  - Solution
  - Source
  - Situation
  - Symptoms



**The Consultants**  
MOVING FORWARD FAST

# Some Coaching Models

- Who / What / How Model:
  - The Who
  - The What
  - The How



**The Consultants**  
MOVING FORWARD FAST

# Principles Of Coaching

- People Have Something In Common
- People Are Inquisitive
- People Contribute
- People Grow From Connection
- People Seek Value
- People Act In Their Own Best Interest
- People Live From Their Perception
- People Have A Choice
- People Define Their Own Integrity



**The Consultants**  
MOVING FORWARD FAST

# Coaching In Action

- The Principles We Embrace During The Centre:
  - Every Person Owns His Own Reality
  - Every Person Is The Expert in His Own Life
  - Life Is A Choice
  - What Is, Is – Work With It
  - The Person Already Has The Answers – Work With It



**The Consultants**  
MOVING FORWARD FAST

# Coaching In Action

- Therefore:
  - Do Not Help, Coach
  - Be Present
  - Know What You Are Doing
  - Know What The Delegate Is Committed To
  - Listen and Get It
  - Complete Every Step
  - Share Heart

(Recognition to Mark Steinberg – CCI)



**The Consultants**  
MOVING FORWARD FAST

# Coaching In Action

- Shift In Perspective For Facilitator:
  - From Expert to Catalyst
  - Future Focus
  - Break Through Only Happens If The Delegate “Gets It”
  - Lasting Change Will Only Happen Once A Break Through Was Experienced



**The Consultants**  
MOVING FORWARD FAST

# What Is Different

- Evaluation Discussions After Every Simulation
  - Empowering Questions
- Feedback Discussion
  - Empowering Questions
  - Requesting “  
Out of Comfort Zone”
- Follow-Up Discussions
  - Empowering Questions



# Results

- No Empirical Results, yet
- Qualitative Feedback From Delegates (Expressed After Centre And During Discussions):
  - Empowering Experience
  - Excellent Relationship With Facilitator
- Increased Ownership And Driving of Own Development Plan



# Road Ahead

- Empirical Study
- Further Training Of Facilitators On Coaching
- Continued Roll-Out



**The Consultants**  
MOVING FORWARD FAST

# Discussion



The Consultants  
MOVING FORWARD FAST

# In Conclusion

- Collaborative Centres Recommended For Development
- Collaborative Centres Were Already A Coaching Scenario
- Narrative Technique And Non-Directive Coaching Compliment Each Other
- Narrative Technique Enriched The Evaluation Discussions – Observer  
Documentation, Process of Discussion, Listening of Facilitator
- Non-Directive Coaching Enabled Delegate Empowerment – Work With What The  
Delegate Brings To The Table



**Sandra Schlebusch**

***The Consultants***

**Cell: 082 462 4560**

**E-Mail:**

**[sandra@theconsultants.co.za](mailto:sandra@theconsultants.co.za)**

**[www.theconsultants.co.za](http://www.theconsultants.co.za)**



**The Consultants**  
MOVING FORWARD FAST