

## Executive Coaching

### COACHING AS A DEVELOPMENT TOOL by Rosanne Cole

“87 per cent of newly learned skills can be lost when there is no follow-up coaching after the training”  
Neil Rackham

The role of Coaching in organisations is often unclear and lacks corporate direction and sponsorship. However, in those organisations where coaching is integrated in to the fabric of the management development strategy, the benefits are clear for all to see.

Coaches are selected because they bring valuable skills and perspectives from other organisations, their values are aligned with those of the organisation and because they understand the particular needs of the business and of its “most valuable asset”.

Managers who opt for coaching as part of their development find that coaching offers a unique opportunity for them to focus on just themselves and to be self absorbed for a couple of hours each month. As a result they often emerge from coaching sessions more focused and invigorated and with a clearer view of where they should be heading. Who could argue with that?

There are multiple ways of offering learning and development to managers these days, and increasingly we are seeing the traditional “classroom” offerings being used more and more sparingly (not necessarily a good thing!) as cost becomes the primary issue. In their place, coaching offers organisations a relatively cost effective and time efficient (desperately important in this age of intensive working) means of keeping managers on the learning escalator with development that is tailored to their own needs and the needs of the role they are in or about to be promoted to. The main challenge for those responsible for development decisions is now not “Is coaching a positive tool?” but “Who should I select as a coach?”

“Quality services and products must be supported by quality people – the same effort and professionalism that Companies invest in creating quality products and services must be invested in developing quality people”  
Peter Koestenbaum