

COACHING COLLEAGUES by Rosanne Cole

Kevin and I have been working as Coaches for a number of years now, and in particular have found that demand for coaching has increased markedly in the past five years. As a result we have probably had experience of virtually every variant on the coaching approach that you can think of (and perhaps even some you can't!), and we are now pretty skilled at determining what will work and what won't.

One aspect of coaching that we are frequently asked about is whether or not it is appropriate to coach 'Management Teams', especially where bosses and their direct reports are concerned.

In recent assignments of this kind we have found almost logarithmic advantages to coaching entire teams. The process has worked where:

- All parties were aware of the situation and were consulted on how best to manage boundaries
- A small team of coaches met to share issues and agree coaching techniques
- The Organisation showed a willingness to try out new things
- There was strict adherence to confidentiality contracts

The benefits to the organisations and to the individual managers we have witnessed include:

- The advantages of individual coaching (focus on the individual and intensive concentration on their skills development) complemented by
- A shared sense of the process and improved skill
- Enhanced team working
- Enhanced reinforcement of the desire to apply newly learned skills
- Development of a 'Learning Culture'

So our view is if you have a management team who need further development, consider if you can meet the conditions above and if you can then go ahead....!