

Coaching

Coaching offers support for senior specialists and managers in professional and private conflicts, decision-making situations and those demanding change.

Consulting Across Cultures offers this support in both local and international contexts.

Coaching in the local context

Using examples of local coaching, the general coaching principles will be explained here. The special characteristics of coaching in the international context will be discussed on the following page.

Objective and content

The content and the objective of the coaching process will be primarily based on the actual life and work situation of the coaching client. The coach assists in defining and highlighting the issue.

The coaching process is successful when the client has found a solution for his problem; has obtained a perspective of how to proceed, and has taken the first steps towards implementing changes.

The method concentrates on work that is strongly goal oriented and is focused on the ability of the client to act independently.

Requirements for clients

It is important that the potential client himself recognizes the personal or the systemic and organizational challenges he is faced with and has the will to confront them. In addition to that, the problems should lie within his sphere of control.

Finally he needs to be willing to develop and change, to take on responsibility for himself, and the situation as a whole.

Definition

Coaching is not appropriate for those personal issues that require therapeutic treatment and differs from specialist counseling, in which clients are offered finished concepts that merely need to be applied.

Process

The entire coaching process can be broken down into the following steps:

Introduction: The first conversation consists of getting to know each other, discussion about procedures of coaching, an initial definition of the question at hand, and setting of goals for the coaching process.

Contract: In the written contract the specific problems and goals will be identified, and the anticipated amount and duration of coaching sessions will be defined, if, following the first meeting an agreement can be found regarding the further course of the coaching process.

Diagnosis:

In this phase of situation analysis and diagnosis the personal and systemic background of the defined issues will be laid out.

Application: The actual work phase now begins, during which the objectives of the client are pursued. Every individual session begins with an update of that which has already been applied as well as the current situation. The main part consists of the solving of current problems, for which a precise plan of action is proposed.

Evaluation: The coaching process ends with the evaluation phase, which summarizes the entire process and the degree to which the objectives were achieved.

Confidentiality

The coach treats all the information that he receives from the client with utmost confidentiality.

My coaching approach: Dialogue

Unconditional: Listening, observing, and cautiously offering a personal appraisal of the situation

Respectful: Taking the others and their personal development seriously

Open: Creating an atmosphere in the conversation where new ideas can emerge and be discussed

Method

The principle method of individual coaching is dialogue. Other methodical interventions such as theoretical input, role-play, and imagery will be used as necessary. The continuous emphasis on the initiative and the responsibility of the client for reaching his goals is central.