

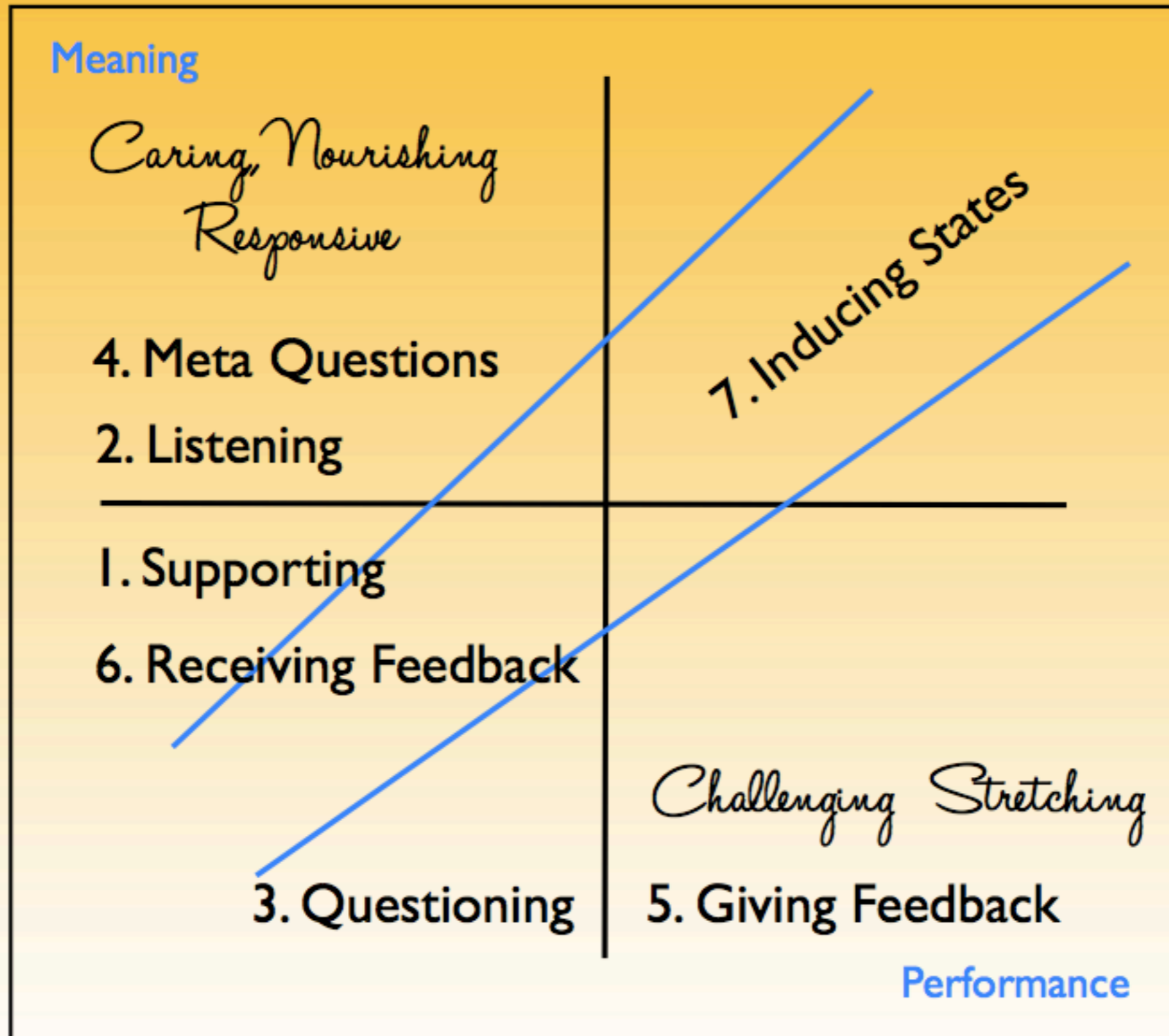
What is Coaching?

Coaching is the process of facilitation and mobilization of the internal and external resources of a client to an agreed upon outcome.



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The Facilitation Model



The Facilitation Skills

1. Supporting
2. Listening
3. Questioning
4. Meta-Questioning
5. Giving Feedback
6. Receiving Feedback
7. Inducing States



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Benchmarking

Measuring Quality

- 5 Consciously aware of unconscious competence: level of a master of this skill and can consistently replicate an elegant presentation of the skill.
- 4 Unconsciously competent: expert level of the skill - very elegant.
- 3 Consciously competent: basic competency of the skill.
- 2 Weak expressions of the skill; interference by opposite behaviors, clumsy in execution.
- 1 Consciously incompetent: beginning signs of the skill.
- 0 Unconscious incompetence: no evidence of the skill, behaviors indicating the lack or opposite of the skill.

Example of Benchmarks

Supporting

- 3 Actively and intently listens, asks about emotions, physiology, and gestures, invests energy in speaking with voice tone and volume to emphasize certain words, summarizes, connects client's words and gestures to identify their "semantic use of space"
- 2.5 Matches posture, breathing, gestures, etc. Uses encouragers to continue: "hmmm", "ok", "yes, and then?", nods.
- 2 Only partially matches client's words, posture, breathing. Words of facts and details mentioned by the clients are not used or referred to, little or no matching of other's gestures and non-verbal expressions.
- 1 No or little eye contact, fiddles with other things, fails to follow up by expressing emotion, preoccupies self with other things, little or no attending to context of room where there are noises or other distractions.
- 0 Does not track words, "postures" or non-verbals of person, repeatedly asks "What di you just say?", fires off questions without time to respond. Interrupts, judges, blames, and interprets client's words.