Coaching Styles
Coaching Styles

Being a successful coach means selecting and using the most appropriate style to suit the situation.
Coaching Styles Model

- Based on two fundamental approaches

DIRECTIVE

FACILITATIVE

Pushing

Pulling
Directive Approach

- Coach takes LEAD role
  - gives guidance and instruction
  - provides information
  - raises awareness

It’s about PUSHING
Facilitative Approach

- Coach helps LEARNER to take LEAD role
  - creates supportive climate
  - encourages self-responsibility
  - promotes motivation & commitment

It’s about PULLING
Associated Coaching Styles

**DIRECTIVE**
- Prescribing
- Informing
- Challenging

**FACILITATIVE**
- Discovering
- Releasing
- Supporting

**Pushing**

**Pulling**
A Model Of 6 Coaching Styles

Push
- Informing
  - Directive: COACH Leads
- Prescribing
- Challenge

Pull
- Catalytic/Discover
- Supporting
- Cathartic/Release

Facilitative
- Coach Helps LEARNER To Lead

(After John Heron)
COACHING STYLES

Catalytic/Discover
Prescribe
Cathartic/Release
Inform
Support
Confront/Challenge

mike brent
PRESCRIBING STYLE

Giving Directions, Advice, Recommendations

When?

- Learner lacks confidence
- Learner is unable to direct own learning
- If there are legal, safety, ethical guidelines
PRESCRIBING STYLE

Giving Directions, Advice, Recommendations

Examples

“Remember to include these figures in your report”
“Talk to Marketing about it “
“I suggest that you attend this training course”
“Our policy is to do it this way …”
### Prescribing Style

**Giving Directions, Advice, Recommendations**

<table>
<thead>
<tr>
<th>Skills</th>
<th>Traps</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Diagnosing learning needs</td>
<td>✗ Giving unwanted advice</td>
</tr>
<tr>
<td>✓ Insight into learning process</td>
<td>✗ Taking over, imposing solutions</td>
</tr>
<tr>
<td>✓ Giving clear instructions</td>
<td>✗ Creating dependency</td>
</tr>
<tr>
<td>✓ Explaining WHY</td>
<td>✗ Hesitating when firmness needed</td>
</tr>
<tr>
<td>✓ Motivating</td>
<td>✗ Over-controlling</td>
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</tbody>
</table>
INFORMING STYLE

Giving Information & Knowledge to Learner

When?

- Learner needs help finding information
- Learner needs to understand facts, what just happened
- Coach has an experience to share
INFORMING STYLE

Giving Information & Knowledge to Learner

Examples

“You can find the information in this report”
“If you need help, you can get it by pressing F1”
“Robin worked on that last month ....”
“Pat has some data on that ...”
INFORMING STYLE

Giving Information & Knowledge to Learner

Skills

- Presenting information clearly
- Checking for understanding
- Inviting and handling questions

Traps

- Overloading
- Using too much jargon
- Not structuring the information
- Not saying WHY it’s important
- TEACHING focus, not LEARNING focus
CHALLENGING STYLE

Raising Awareness, Challenging Assumptions

Examples

“We missed delivering the product on time because ….”

“Are you assuming that it is the same problem as last year?”

“What can you do to improve on this …?”

“I am not sure you are very clear on this”
CHALLENGING STYLE

Raising Awareness, Challenging Assumptions

Skills

- Direct Questions
- Giving constructive feedback
- Challenging defensive excuses

Traps

- Avoiding painful issues
- Punishing
- Acting like an angry parent
- Making character judgements
- Confronting on a trivial issue
- Creating win/lose outcomes
CHALLENGING STYLE

*Raising Awareness, Challenging Assumptions*

When?

- Learner needs to see consequences of action
- Learner needs to rethink assumptions
- Learner is unaware of others’ perceptions
CHALLENGING  CRITICISING

Problem  ↔  Person
Specific  ↔  General
Change  ↔  Blame
Relationship  ↔  Self
DISCOVERING STYLE

Promoting self-discovery, self-directed learning

When?

➢ To achieve a deeper level of understanding
➢ To encourage person to take responsibility
➢ To promote motivation and commitment
# DISCOVERING STYLE

*Promoting self-discovery, self-directed learning*

## Skills
- Wide range of questions
- Reflecting & paraphrasing
- Provoking curiosity
- Not interrupting - LISTEN
- Silence

## Traps
- Too many closed questions
- Structuring too soon
- PRESCRIBING in other words
- Following YOUR curiosity
- Not clarifying objectives
DISCOVERING STYLE
Promoting self-discovery, self-directed learning

Examples

“What advice would you give to the next person?”
“How do you intend to start?”
“What is your thinking on this?”
“How do you see this project developing?”
“What else?”
RELEASING STYLE

Releasing emotions which block progress

When?

- Learner is afraid of risk or failure
- Learner feels incompetent
- Learner is frustrated, demotivated, angry
RELEASING STYLE

Releasing emotions which block progress

Skills

- Active listening
- Questioning
- Showing empathy
- Feeding back what you perceive
- Creating a supportive climate

Traps

- Talking, not listening
- Making it hard to express emotions
- Spending too long
- Going too deep
- Sympathizing too quickly
- Denying or criticizing their feelings
RELEASING STYLE

Releasing emotions which block progress

Examples

“ You don’t seem very confident about this?”
“ How are you feeling about this?”
“ Tell me about it …”
“ I have the impression that you don’t agree with this …”
SUPPORTING STYLE

Building learner’s self-esteem, self-confidence

Examples

“You did a great job with ….”
“I’m here next week if you need any more help”
“I’m confident that you will do a good job”
“Don’t worry if some of the details are missing at this point”
SUPPORTING STYLE

Building learner’s self-esteem, self confidence

When?

➢ To build morale and self-confidence
➢ To encourage risk taking
➢ To reward success, promote further learning
## SUPPORTING STYLE

*Building learner’s self-esteem, self confidence*

<table>
<thead>
<tr>
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<tr>
<td>➢ Expressing appreciation</td>
<td>➢ Patronising</td>
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<tr>
<td>➢ Showing your confidence</td>
<td>➢ Giving YES BUT … support”</td>
</tr>
<tr>
<td>➢ Sharing your mistakes</td>
<td>➢ Overdoing it so that it feels false</td>
</tr>
<tr>
<td>➢ Encouraging self respect</td>
<td>➢ Held back by OWN inhibitions</td>
</tr>
<tr>
<td></td>
<td>➢ Sending mixed signals</td>
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FROM KNOWLEDGE TO LEADERSHIP

A Member of the Abu Dhabi University Knowledge Group
COACHING STYLES

PREScribing

INFORMING

CHALLENGE

SUPPORT

DISCOVER

RELEASE
Your Coaching Styles Preferences
• What are the implications of your preferences?

• What might you need to change?

• How will you change?
COACHING STYLES

Your Challenge As Coach

- Select the right style for the situation
- Use it skillfully
- Move from one style to next as appropriate
- Use push in support of pull