



Quick CLIX for COACHING ◀ No: 2

The 7 Coaching Capabilities...

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? What skills and capabilities do you need to become a good coach?

➔ These 7 capabilities and characteristics overview some of the skills you may need...

1. SELF-AWARENESS and PERSONAL MASTERY. Being aware of yourself and your values – strengths, limitations, preferred ways of thinking/behaving and styles of interaction. Coaches need to be able to discuss the importance of values and self-awareness with people they're coaching (eg. self-observation/self-reflection – ability to understand our reactions, emotions, behaviours and the impact they have on others) and model self-aware behaviours themselves.

2. EMPATHY and UNDERSTANDING. Ability to appreciate and understand others' different world views, values and emotions, rather than invalidate or pass judgement. Having curiosity and interest in what's going on for others combined with openness, sensitivity to differences and a respect for individual perspectives and experiences. Challenging others' views respectfully – in ways that don't judge the other person and still maintain a supportive stance. Coaches ask provocative questions and give clear, neutral feedback.

3. RELATIONSHIP and RAPPORT-BUILDING. Coaches need to build rapport and establish trust. The coaching relationship won't work unless you're seen as friendly, open, honest, authentic, and approachable – someone who can be confided in and opened up to.

4. ENERGISING and INSPIRING OTHERS. Being able to help others focus and work through often difficult issues, limits or constraints. Persistence and willingness to 'hang in there' through the ups and downs of a learning relationship and believe people can be better and learn new skills. Operating out of positive appreciation – encouraging and building on others' strengths (appreciative inquiry) – rather than criticising weakness and diminishing people or their abilities. Coaches recognise strengths where others see faults and help people see their untapped potential or unrecognised possibilities in themselves.

5. FLEXIBILITY of APPROACH. Varying your style of coaching to suit the individual and resisting the urge to deliver insights. Allowing the individual to discover their own for themselves. Recognising when to be supportive/challenging, tough or compassionate.

6. MENTAL AGILITY. Being able to develop and adapt coaching strategies and tools in the moment to fit emerging needs – to help others analyse a situation (usually through good questioning) and help them come up with actions and insights. Ability to facilitate people to find their own solutions, rather than provide answers.

7. CONVERSATIONAL CAPABILITY. Connecting with the people you coach through extended conversations – which helps maintain constructive, open and creative relationships and resolve conflict and difference. Saying what you have to say (ie. stating your position clearly) and being equally able to really listen openly to what others are saying – and inviting them to say it! The coach doesn't just have pleasant chats – they use conversation to challenge and provoke – but in ways that don't raise defensiveness, create a learning conversational climate, and increase openness and creativity.



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