**Coaching to maximise performance** (bringing out the best in people)

1. **Make the process explicit:**

**What is coaching?**

* helping an individual to achieve their goals and improve their performance through structured one-to-one conversations
* supporting the development of an individual’s thinking and learning processes
* through conversations that foster the deep reflection necessary to establish new thinking patterns
* to focus on a specific situation (meeting the learning needs of a pupil or group of pupils / developing the skills of a member of staff), and support the coachee’s selection of the right response to meet the demands of this situation. This becomes the vehicle or context for the coaching session.

**What are the benefits of coaching?**

* Enhances skills and develops new habits
* Develops greater self-awareness
* Enhances motivation
* Strengthens confidence and self-regard
* Builds resilience and supports well-being

1. **Make explicit the importance of developing coaching skills:**

**Five skills of coaching:**

1. Establish rapport and trust
2. Listen for meaning
3. Question for understanding
4. Prompt action, reflection and learning
5. Develop confidence and celebrate success
6. **Highlight the values underpinning coaching** (the coach has a duty of care)**:**

* Trust, confidentiality, appreciation, honesty, support

1. **Focus on the coachee’s specific situation** (the vehicle for coaching)

* Ask the coachee to describe the situation exactly as they see it
* **Establish rapport and trust** through active listening- let the coachee explore the situation fully
* **Listen for meaning** and **question for understanding**, at appropriate points to clarify specific details, but be careful not to challenge directly.

1. **Use RHQs to help the coachee to reflect and develop their thinking:**

* Questions that begin How, What and Who tend to focus thinking on the specifics and practical responses (see example list of RHQs)

1. **Finish the session by reviewing what has been learned, by exploring possible next steps and, when appropriate, helping the coachee to identify realistic goals:**

* Support the coachee to reflect on learning from this session and to identify any actions as a result **(prompt action, reflection and learning)**
* Give and receive feedback about the relationship and the session.
* **Develop confidence and celebrate success**