

# COACHING TODAY

## Are you using the right approach for your organisation?

Coaching can take many forms and it can be difficult to determine which approach is best suited to your employee, team or organisation. To make the decision-making process a little easier, we have looked at each approach (face to face vs. virtual and team vs. individual) with a critical eye, coming up with a list of the pros and cons.



### VIRTUAL COACHING

VS



### FACE TO FACE COACHING



#### PROS

- Virtual communication provides flexibility and accessibility by having the ability to Skype or phone call from different places around the world.
- No travel commitments which saves time and money
- If a virtual session is cancelled, there will have been little inconvenience
- Virtual coaching enables impromptu coaching with the ability to quickly 'check-in'



#### CONS

- Virtual does not provide the ability to observe things that go beyond a phone call. For example, you cannot observe their body language or reactions as well as whether they are focused or distracted.
- May encounter issues with technology, i.e. poor connection, poor audio and visual
- Ability to multi-task may distract from the coaching



#### PROS

- Can observe body language, reactions and whether they are focused or distracted
- Face to face coaching gives coaches the opportunity to observe your employees 'in the field' giving insight to the employee's progress.
- No technology issues
- Real life interactions may attribute to better a relationship between mentor and employee



#### CONS

- Face to face meetings may involve travel thus requiring more time
- Not as flexible as virtual coaching
- More difficult to re-schedule

To accommodate for the lack of ability to read body language virtual coaches can learn to observe what they are hearing. This includes observing their tone, pacing and attitude and whether there is uncertainty or confidence in their speech. By understanding these differences, virtual coaching can still prove to be an effective method of coaching.

So, while virtual coaching provides the accessibility and flexibility that face to face does not, face to face coaching adds another element of observation to coaching. While being physically present is valuable to coaching, where it is not practical, a virtual approach does allow for effective coaching.

## WHAT IS THE RIGHT APPROACH FOR YOUR ORGANISATION?

### VIRTUAL COACHING

- Unpredictable work schedule
- Often working off-site
- Ability to invest in correct equipment (headset, webcam)

### FACE TO FACE COACHING

- Most on-site work
- Observing body language and other factors are important to coaching



## TEAM COACHING

VS

## INDIVIDUAL COACHING



### PROS

- Team coaching gives teams the ability to work more effectively together, so individuals collectively work toward team goals.
- It helps accelerate team performance by helping with dynamics and issues experienced in team environments
- More affordable than individual coaching
- Less pressure on individuals
- Guided curriculum to provide direction
- Networking with other employees



### CONS

- Difficult to achieve individual goals
- Harder to develop closer relationships with employees
- Less individual time is spent with coach
- Some employees will require more time with coach
- If employees have not prior analysed the specific problems, team coaching could fail
- Conflicts in the group could lead to non-cooperation



### PROS

- Greater accountability to meet their goals
- Personalised attention with a greater understanding of strengths, weaknesses, personality etc.
- The curriculum is customised to employees needs as time progresses, rather than a set curriculum before hand



### CONS

- No networking or team building with others
- More time consuming
- More expensive

*In David Clutterbuck's, 'The Complete Handbook of Coaching,' he describes team coaching as "a learning intervention designed to increase collective capability and performance of a group or team, through application of the coaching principles of assisted reflection, analysis and motivation for change."*

*Individual coaching is invaluable. However, it is not about choosing either individually or team coaching, it is a most important to ask, 'What does the employee want to achieve?' and 'What is the best way to get there?'*

## WHAT IS THE RIGHT APPROACH FOR YOUR ORGANISATION?

### TEAM COACHING

- Creating a shared vision
- Making use of all strengths
- Dealing with diversity
- Enhancing collaboration
- Creating open communication
- Increasing group focus

### INDIVIDUAL COACHING

- Reflection on performance
- Recognising thoughts and behaviours
- Questions about motivation
- Career development
- Personalised attention is required
- Stricter accountability is required

*As there are a variety of different methods to coaching, it is important to note that there is no universal way to coach as every organisation is different and therefore different methods will be appropriate and most effective in different organisations.*