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# Coaching

## FEATURE ARTICLE

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### A step beyond advice.

Coaching is a fundamental component of professional development. From entry-level roles to C-suite leadership, a great coach can be the difference between stagnation and success. While it may seem straightforward, effective coaching involves a great deal of nuance. It relies on continuous analysis, feedback, and adjustment.

Coaching isn't just about correcting mistakes and offering occasional suggestions; it's about developing someone's potential and preparing them for the future.

The key to becoming a successful coach lies in the understanding of an individual's existing knowledge. Just as telling a professional baseball player to "keep their eye on the ball" is unnecessary, not all advice is helpful given a person's experience and background.

To achieve the best results, coaching must adapt to different

levels of existing knowledge. Here are five distinct coaching approaches tailored to those various levels of competency:

- **Do it.**  
When an individual is new to a task or role and lacks experience, hands-on guidance can be beneficial. In this scenario, coaching can take the shape of doing the work yourself while the individual observes. By seeing the process in action, they can gain a clearer understanding of what is expected and how to perform it in the future.
- **Teach it.**  
For an individual who is aware of their lack of knowledge in a particular area, teaching is key. Walk them through the task, explaining why certain methods or decisions are important. By emphasizing the reasoning behind each step, you help them bridge the gap between inexperience and competence.

- **Ask it.**

When an individual can complete a task but still relies on structured guidance, shift your approach to asking questions. Encouraging them to articulate *what* they're doing and *why* they're doing it. By prompting them to think critically, you persuade them to deepen their understanding and gain confidence.

- **Support it.**

Even when an individual has mastered a task, support is still valuable. Circumstances can change, new challenges can arise, and ongoing oversight ensures that they continue to thrive. Let them know that you're available when needed, providing reassurance that they have the resources to handle unforeseen issues.

Coaching evolves as individuals progress. By adjusting your approach to reflect that progression, you create an atmosphere that naturally fosters continuous improvement. In the end, coaching is about building the right environment for growth - whether through doing, teaching, asking, or simply supporting.

***Coach progress, unlock potential.***

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