Behavioural Coaching

2nd edition

Howard Lees
Behavioural coaching

This is one of five booklets published by Hollin Books, the others are:-

How to escape from Cloud Cuckoo Land
How to empty the too hard box
Behaviour Based Safety
Notes on Behavioural Management Techniques

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Marshall Goldsmith is an internationally renowned coach, his book “What got you here won’t get you there” is the best book on coaching I have encountered, if you are keen to read more after this taster I suggest you read that book.

“I teach people to listen without prejudice, that is, listen to what your colleagues, family members and friends are saying, that is, listen without interrupting or arguing.”

Marshall Goldsmith
1. Introduction to Coaching

Coaching Adages

‘People don’t realise the relationship between their problems and their own behaviour’

‘Shaping is just advancing one small step at a time’

Wikipedia defines Business Coaching as the practice of “providing support and occasional advice to an individual or group in order to help them recognize ways in which they can improve the effectiveness of their businesses.”

The coaching in this booklet can be further described as Socratic* coaching, it is not sports coaching i.e. “Do it like this”. It is a combination of the coach asking questions to discover the Client’s values, intentions and knowledge and then suggesting and advising the Client based on his or her answers and subsequent actions.

This booklet is aimed at people who are coaching their staff, also their boss, peers, children, parents and anyone who they are trying to help improve a skill of some kind. Its major focus is on business coaching but the skills described in the booklet apply equally to all areas of coaching.

Coaching is a very important skill, many successful business people have described coaching as the primary skill for managers, it is the tool that will help you bring the best out of your people and deliver sustainable business success.

This booklet is written from the perspective of using behavioural science principles as the foundation for your coaching technique.

*The term Socratic coaching is simply the use of questioning to aid discovery, as opposed to didactic teaching which is instruction. The coach sets up a series of questions aimed at the student learning, by having to think through answers. The subject of human behaviour lends itself to this style because the student combines the necessity to learn with the need to observe other people’s behaviour and adapt his/her responses accordingly.
Howard Lees is a British Chartered Civil Engineer with 40 years construction experience. In 1999 he attended a course in the USA on Behavioural Science. In 2004 he set up Hollin Consulting Ltd which specialises in the use of applying behavioural science to improve effectiveness in business and projects. This tool for improving business is called Behavioural Management Techniques (BMT).

Over the last 10 years an industry group has built up worldwide called the BMT Federation. The Federation is made up of practitioners using behavioural science to improve efficiency, effectiveness and enjoyment within the workplace.

Over the intervening period Hollin has served a number of Clients in the UK and abroad and a high level of success has been achieved in the use of BMT delivered in courses, via coaching or from reading the Hollin booklets.

This is the second edition of the behavioural coaching booklet. This booklet is designed to be a quick and easy read, an aid to the coaching process and an introduction to coaching for people considering either getting some coaching or becoming a coach.

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