



## Basics on Coaching

Coaching in the sense of **facilitation of learning** is **consultancy for learning**, and aims to enable the coaching partner to learn and **solve problems self-reliantly**. It is based on the assumption that **potentials can be tapped** within the coaching partner if and when we adhere to the principle of **minimum intervention**. In other words, coaching - as opposed to instruction - is the approach of choice wherever the aim is to increase the autonomy of and empower learner groups to perform their tasks.

Coaching is **case-specific and problem-oriented**: Facilitation starts with the problems encountered by the coaching partner, and the methods employed are adjusted to the problems at hand: within the scope of problem conferences, case studies or expert meetings.

Coaching is a process of **assuming responsibility**. Responsibility for learning and for the outcome rests with the coaching partner. Coaching promotes the assumption of responsibility through non-directive, circular enquiry; it unfolds in four phases: **G - R - O - W**

- **Goal setting**: What are our aims? What do we consider important? What is our task? Which problems do we find difficult to deal with?
- **Reality checking**: What is happening to us? Where are we? Which factors are influencing our actions?
- **Options**: What options do we have? Which are best options? What risks will we then be taking? How can we address these risks? What other people are thinking about the different options?
- **Will**: What needs to be done when and by whom? Which decisions do we need to take? Whom shall we involve? In what form?

Coaching requires a **basic supportive attitude**, based on faith in the development potential of the partner who is asking for coaching.

Persons and teams being coached are doing ...	... and the coach is asking
nothing	whether something ought to be done
that something should be done	what might be done, for example
what should be done	on which assumptions and driving motives and rules it is based
possible solutions	what are further opportunities and alternative options
when, where and by whom something should be done	Why these actors should be involved and what is their position about the issue at stake
how it could be done	what are the resources you can use
to consider the risks and identify measures to mitigate them	what would be the effects of this decision