Do counselling skills enhance the effectiveness of coaching to support the career development of managers?

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Introduction – Paku mihi

Tēna koutou katoa Greetings to you all

Ko Raewyn Laurenson Elder toku ingoa My name is Raewyn Laurenson

No Aotearoa ahau I come from NZ

He Kiako ahau I am a teacher

O Te Whare Wānanga At NMIT, the house of learning

O te tau ihu At the Top of the south Island

No reira Therefore Welcome

Tēna koutou, Tēna koutou, Tēna Tatou katoa

What Works at Work in Aotearoa New Zealand

- This is the topic of my doctoral research through the University of Auckland
- My research looks at the ways counselling and coaching support professionals in the workplace
- I have interviewed 10 Human Resource Practitioners and Managers about their perceptions of counselling and coaching at work and approximately 20 professionals who have received counselling or coaching
- This presentation draws on surveys received from those professionals and managers who have sought or been asked to seek coaching in the workplace

The Age of Industry 2020

- Continual change
- Highly competitive work environments
- Global economy
- Heavy workloads
- Availability 24/7

The complex role of managers often includes:

- Technical skills
- Working with multicultural, multidisciplinary teams with multiple expectations
- Enhancing people skills in others
- Recognising the importance of stress
- Maintaining work/life balance, good boundaries, personal wellbeing for self and others
- Good people skills for managers is crucial

Research findings: Reasons for seeking coaching at work

- Career opportunities 64%
- Goal setting 56%
- Loss of confidence 28%
- Strengthening professional identity 28%
- Career resilience 18%
- Managing others 18%
- Relationship problems 10%
- Stress 10%
- Burnout 10%
My study found that coaching was not helpful when the coach:
- Did not listen
- Talked about themselves
- Gave advice
- Followed their own or the organisations agenda

Key findings about management coaching typically includes a focus on the following:
- Often accountable to a third party
- Short term goals
- Emphasis on individual and organisational performance and development
- Focus on what to communicate rather than how to communicate
- Predominantly task driven rather than longer term behavioural and cognitive changes

Requirement for counselling skills
- Attentive listening
- Setting the agenda together in collaborative way
- Using open question techniques rather than advice giving
- Recognising the symptoms of stress and anxiety
- Identifying the emotion behind the problem
- Gain a broader perspective of the manager’s needs beyond a specific performance goal i.e. dealing with anxiety

Then, counselling-related skills are required to help resolve broader and deeper issues:
- Broader and deeper focus
- Address underlying issues that get in the way of performance
- Provide space to think about work and encourage managers to solve their own problems through reflection
- Offer skills and techniques to build confidence, resilience and a strong professional identity
- Provide longer term psychological and behavioural change tools and techniques
- Offer the possibility of longer term intervention or referring on

Counselling skills do enhance the effectiveness of coaching for managers!

Whakatauki
- He aha te mea nui o te Ao? He Tangata, he tangata, he tangata
- What is the most important thing in the world? It is people, it is people, it is people

Discussion: In our experience coaches benefit from learning counselling skills
- How true is this in your country or work situation?
- If you would like to contribute to this discussion further please contact me:
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