

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
- Ko Raewyn Laurensen Elder toku ingoa
- No Aotearoa ahau
- He Kiako ahau
- Ki Te Whare Wānanga
- O Te tau ihu
- O te Waka ā māui
- No reira

Greetings to you all
My name is Raewyn Laurensen
I come from NZ
I am a teacher
At NMIT, the house of learning
At the Top of the south Island

Therefore Welcome

- Tēna koutou, Tēna koutou, Tēna Tatou katoa

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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

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The Age of Industry 2020

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

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The complex role of managers often includes:

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

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Research findings: Reasons for seeking coaching at work

- Career opportunities 64%
- Goal setting 36%
- Loss of confidence 28%
- Strengthening professional identity 28%
- Career resilience 18%
- Managing others 18%
- Relationship problems 10%
- Stress 10%
- Burnout 10%

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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

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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

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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 ie. dealing with anxiety

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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

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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

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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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