

## Expensive hype or serious method: How to position coaching correctly

*With the diversification of coaching into all possible specialisations ("health/fitness/ ...-coaching), a critical attitude towards coaching also emerged. Expensive "quasi-babysitting" for topics that a manager, the employees, the human being would have to solve himself. What's to be made of it? Is coaching really just a hype?*

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Everything that is successful is copied, watered down and can degenerate into a worthless gimmick. Short answer to previous questions:

- Hype - yes, but not only
- Diluted: yes

The danger: The value of coaching is no longer perceived or it doesn't work because expectations and responsibility are skewed. Gretchenfrage: Who would know if you were to take coaching yourself?

### **The following aspects can provide more clarity:**

Coaching is a way of working that accompanies people through change. These changes are made by the coachee himself, not by the coach at the coachee. Coaching is an identification process. Backgrounds, new ways and also new behaviour have to be learned first.

### **Expectations of Coaching**

What do we expect from ourselves and from others? Self-optimization is a big issue and is exaggerated. Everything should work perfectly and in the twinkling of an eye. The classical seminar system had long let expect years that a unique training will qualify already. This may be true for professional knowledge and skills. However, when applied to behavioural aspects, this expectation is unrealistic.

For behaviour anchored in attitudes, attitudes and habits and reinforced by surrounding systems, the common training paradigm does not fit: "dip dip dip in the water - clean! It may work better in a well-managed Good Will community, but this quality has become rarer. And where there is an instrumental world view (repair me the employee), this expectation becomes unrealistic.

### **Orientation towards deficit vs. potential**

This instrumental world view corresponds to the prevailing thinking in our economic life: fast to 100% functioning. This, however, is associated with a reluctance to take coaching: "But he also needs it" - others think. Who wants that? To turn this around, coaching should be offered to those who have shown special performance. Further development instead of repair then becomes an attribute of coaching. A positive dynamic is getting underway.

Coaching itself is more potential-oriented from its origins: A blockage in the area of performance or behaviour is rather regarded as a "blind spot" that

can be resolved with a qualified outsider (coach): In this way, self-motivation can pick up speed again. However, this requires a corresponding culture, which is primarily shaped by the convictions of the respective manager (image of man).

### **Caught in the routine**

Whether individual or team: behaviour is determined by habits, convictions and learned attitudes - also by "character", also by genes, but above all the inner system is built up by what has been learned epigenetically. In the world of work, established processes as well as the expectations of the boss support concrete behaviour, mostly unconsciously and without bad intentions. However, a commitment rekindled in coaching often reaches the limits of what is not intended. These complex conditions of change make coaching necessary, meaningful and value-adding.

### **A holistic approach is crucial**

This complexity has long been taken into account in good training. Managers are involved, supplementary coaching helps where one's own resolve cannot yet establish the new. Confirmation loops include the surrounding system. The "operating system" itself will be thematized and brought into vibration in workshops. What can then come out positively can be remarkable.

### **Case study:**

A 53-year-old "old hand", who is driven into permanent nervousness by the growing complexity of the requirements, is supposed to participate as a last hope in a seminar "self-management" with subsequent transfer coaching. The trainer and coach is informed and can thus better receive the participant in the seminar. With the subsequent transfer coaching, unexpected implementation successes soon became apparent: only two measures were sufficient to make the work process calmer for all concerned. One key was, among other things, to look at one's own drivers. Conclusion: the whole cooperation has calmed down, less hustle and bustle, fewer mistakes, less nervousness without understanding.

The good news for the training aspect: "learned the hard way" has had its day: there are no age limits for personal change if you distinguish between coaching and training and position them in relation to each other. (See Coaching-Info [http://e-schoelzel.de/wp-content/uploads/2017/08/Coaching\\_esp.pdf](http://e-schoelzel.de/wp-content/uploads/2017/08/Coaching_esp.pdf))

### **perspicuity**

So it is not so much the coaching itself that should be questioned as the clarity of what can be expected from coaching itself. Without a supportive leadership that shapes the environment, less goes on in everyday life than would be possible. Here transformation is supported, or old habits are confirmed nevertheless further.

All high qualifications do not come from people who merely follow set expectations and guidelines. If creative spirits are desired, one must encourage one's own responsible decisions and not shy away from a contentious argument. Course corrections are of course still part of it. How could leadership quality be delegated to a coach in everyday life?

## **Coaching as a management tool**

In this understanding, coaching is another management tool that must be clearly positioned just like a development center, such as the leadership practice of the executive, such as an annual meeting or a financial bonus. It has to be implemented like any other management instrument - not only organizationally, but also in the management's understanding of leadership. If that doesn't happen, every management instrument will wear off. Then there are misguided developments, alienation and, in the end, helplessness and recriminations. Coaching can also help.

## **Moving with the times**

In the modern working world, technical precision and accuracy are the basis of any competitive advantage. If the human factor makes such a decisive contribution to high-tech, then please let us make an adequate claim to the development of "human capital"!