

Consulting & the Nature of Coaching

Last month we discussed the dynamics of psychotherapy and the nature of coaching. This month we'll focus on consulting.

Consulting is designed to assist company management in remaining focused on their mission and aware of the operational and tactical options from which they can select the culture, policies and directions of their enterprise.

Within the corporate environment coaching is focused on the individual, regardless of the identity of the source of payment. Coaches are experts in the processes of coaching and do not claim any expertise in the subject area or industry of the coaching subject. This indicates a partnership between the coach and the executive, as the ultimate correlation between process and application relies on both parties.

Relationship

Relationship is the foundation of coaching. The coach and executive develop a relationship that is based on mutual appreciation. The relationship is intentional and based on respect for one another as individuals and professionals. The relationship is not a by-product of the coaching or based on the executive's performance. It is a function of the dynamic of their coaching relationship and the processes through which the coach brings them as a unit.

Use of Information

The information drawn from the executive is used by the coach to raise the executive's awareness and choice of action. The information is not used to evaluate performance or create recommendations for anyone other than the executive under coaching.

Scope

Coaching has the flexibility to address a wide array of personal and professional topics, providing the executive with the outlet for exploring a wide array issues. Coaching is not necessarily restricted to narrowly defined issues. Instead the scope is intentionally broad and open, allowing both parties the freedom to bring the coaching sessions in a variety of directions. This is expected to promote the relationship, ease structure and allow for conversation based on issues of high relevance to the executive.

Results

Any contribution the coach makes to produce the executive's desired outcome is through on-going interaction. His role is restricted to the coaching process and generally does not include contracted products or results that transcend the coaching sessions.

Ongoing Processes

Coaching is designed to provide executives with a greater ability to produce results and greater belief in their abilities and decision-making skills. The relationship avoids the creation of a dependency on the coaching process or the coach, but rather is designed to make the executive independent and confident.

Consulting and the coaching process share the objectives of making the client perform in an improved and more dynamic manner. By assisting executives in understanding their options and a series of processes the coaching process can improve executive performance, and by extension company performance.

Dr. Elon Kaplan is CEO of Gilon Ya'ad, a leading organizational consulting firm working with Israel's leading companies, including Comverse, EL-AL, Bank HaPoalim and Bank Leumi. Dr. Kaplan is a Tudog specialist for processes and methodologies.