



Pathways

October 9, 2007

A majority of mid-level employees are dissatisfied with the results of coaching by managers according to a survey by BlessingWhite.

I believe this is because the coaching process is not well understood and is often misapplied in the workplace. I often see the term "coaching" used for everything from performance-based feedback to mentoring to one-on-one training. **The solution isn't less coaching, but giving managers a better understanding of what it is and how to do it well.**

Effective coaching begins with the stance that the coachee has the answers or can find them. (To learn more about this stance, go to [my blog](#).) It also means that the manager as coach focuses less on the problem and more on developing the capacity of others to apply their own experience and knowledge.

If you would like to be a more effective coach with your team, [go here](#) to learn about my upcoming one-day coaching seminar for managers.

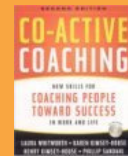
All my best,

Nina McGuffin, PCC

"Coaching is the art of creating an environment, through conversation and a way of being, that facilitates the process by which a person can move toward desired goals in a fulfilling manner. It requires one essential ingredient that cannot be taught: caring not only for external results but for the person being coached."

- W.
Timothy
Gallwey

Recommended Book



[Co-Active Coaching: Coaching People Toward Success in Work and Life, 2/e](#)

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