

# ESP CONFERENCE

## Hochschule Ulm

### COACHING

Trainer Kasiane Antona MSc

September 26th 2009

[www.kasiane-antona.com](http://www.kasiane-antona.com) | [info@kasiane-antona.com](mailto:info@kasiane-antona.com)



# WHAT IS COACHING?

Definition:

„Developing a person’s skills and knowledge so that their job performance improves, hopefully leading to the achievement

of organizational objectives. It targets high performance and improvement of work, although it may also have an impact on an individual’s private life. It usually lasts for a short period and focuses on specific skills and goals“. (CIPD)

# WHAT IS COACHING

Definition:

„Workplace coaching is a solution-focused, result-oriented systematic process in which the coach facilitates the enhancement of work performance and the self-directed learning and personal growth of the coachee.“ (Grant, 2001)

# COACHING IS NOT

- Mentoring (advice from an experienced peer)
- Counselling and therapy (for the psychologically unwell, focus on problem)
- Consulting (giving advice)
- Training (directive and aimed at imparting information to improve performance, knowledge and skills)

# Coaching Characteristics

- Non-directive and resource-oriented
- Focus on improving performance and developing skills
- Assumes the coachee is psychologically well
- Focus on individual and/or organisational GOALS
- High trusting relationship
- Personal issues can arise due to their impact on work/performance

# When is coaching suitable

- **General situations**
  - Learning, growth
  - Behaviour change
- **Career situations**
  - Career change
  - Promotion to management position
  - Intercultural transitions
- **Work and organisational contexts**
  - Dealing with organizational change
  - Improving performance or leadership skills
  - Conflicts

# Coaching Methods

Originate from therapy:

- Systemic – strong focus on context
- Cognitive behavioural approach
- Communication methods e.g.  
transactional  
analysis
- Psychodrama – action-oriented methods

# Characteristics of Coaching ESP

- Assumes a good command of the foreign or second language, (minimum B1-B2)
- Encourages the coachee to maximise use of language
- Focus on resource-oriented questions
- Open style questions
- Drilling-repetition
- Role plays, simulations

# Coaching ESP

1. In groups of 4-5 participants, think of some open style questions which you could ask your client(s) when coaching ESP.  
Take into consideration that the questions should be open-style and resource-oriented.
2. Describe work situations which you could practise as role plays.

# Getting the whole picture

- Clarifying context
- Learner types
- Acknowledging client emotions
- Coping strategies to deal with emotions

# Coping strategies

Discuss ways that can help your clients cope more effectively with difficult or demanding work situations.

# Coaching – Conclusion

## Important considerations

- Coach as catalyst
- Coach works non-directively
- Resource and result oriented