

# Lean 360° Online Coaching Programme Tips for Effective Lean Coaching

According to Timothy Gallwey, “Coaching is unlocking a person’s potential to maximize their own performance. It is helping them to learn rather than teaching them.” This sheet provides some tips to make your coaching relationship as fruitful as possible.

## Overall Lean Coaching Objectives

Coaching is about a Coach encouraging and building the capacity of a Coachee to better understand and to do more with Lean. The four main things Coaches are asked to help Coachees to learn and do are:

- Making improvements in their own work
- Inspiring, equipping and coaching others to improve
- Facilitating teams in improvement projects
- Promoting Lean in their organisation

It is important for the Coach and Coachee to set specific expectations around each of these four areas, in addition to practical matters of how often, when and how long each coaching session will be. We provide a Terms of Reference template to document these things.

## Ten Key Things a Coach Does

Consider these ten things that a Coach does, and how you can do these in this coaching relationship.

1. Help someone learn to do something new, complex and challenging
2. Build the capacity of someone to do it better than the coach
3. Share his or her own stories and teach by example
4. Share his or her experience and insight – sometimes telling, sometimes asking
5. Ask questions and assign tasks that generate learning and growth
6. Give specific, constructive feedback that promotes change
7. Encourage and inspire in the midst of hardships and setbacks
8. Help someone achieve personal and professional growth and goals
9. Help someone be and do the best they can (better than the thought they could)
10. Travel together a journey of caring, learning and growth for both

## Ask, Don't Tell

- It is important for the Coach to spend more time asking questions than telling the Coachee what to do, so that the Coachee thinks through and solves the challenges she/he faces.
- The Coach should ask open-ended questions that encourage the Coachee to reflect and come up with his/her own answers.

## Be Sensitive to Cultural & Personal Differences and other Challenges

The Coachees live and work in different cultures and contexts. The better the Coach understands and adapts to the culture and context of the Coachee and the Coachee’s organisation, the better the Coach can help the Coachee.

Therefore, we recommend that the Coach:

- Learn about the culture of the person you are interacting with; find out what things should or should not be said or done in the culture you are interacting with
- Learn about the other person – their personal life, their personality, their education, their professional background and aspirations, and more (and share about yourself, too)
- Understand that people are busy and may not be able to make all their commitments or do all that they say they will do, when they say they will do it
- Know that people in developing countries often have connectivity problems and other unexpected challenges that may hinder communication and progress
- Cultures vary according to how hierarchical or individualistic they are, the priority they place on the group or the individual, how they view time, how they view failure, how direct one should be, the role of women, shame and much more. Read these three sources to get thought-provoking insights into cultural differences
  - [East vs West: 5 Cultural Differences International Student Should Know](#)
  - [Nine Cultural Value Differences You Need to Know](#)
  - [East vs. West: 10 Corporate Cultural Differences All Interns Abroad Should Know](#)