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CoTL 2024 Workshops

2024 CoTL Conference

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5-8-2024

## What Can We Learn from Coaching to Apply to Teaching?

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### Recommended Citation

Mukherjee, Binata; Wilson, Emily; and Arnold, Amanada, "What Can We Learn from Coaching to Apply to Teaching?" (2024). *CoTL 2024 Workshops*. 1.

<https://jagworks.southalabama.edu/cotl2024-workshop/1>

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# What can we learn from coaching to apply to teaching?

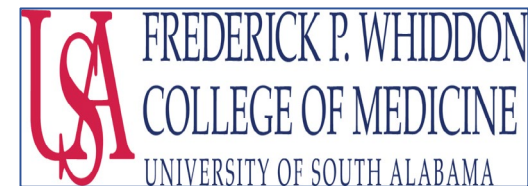
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**Binata Mukherjee, Emily Wilson, Amanda Arnold**

CoTL Interactive Workshop, 5/8/2024

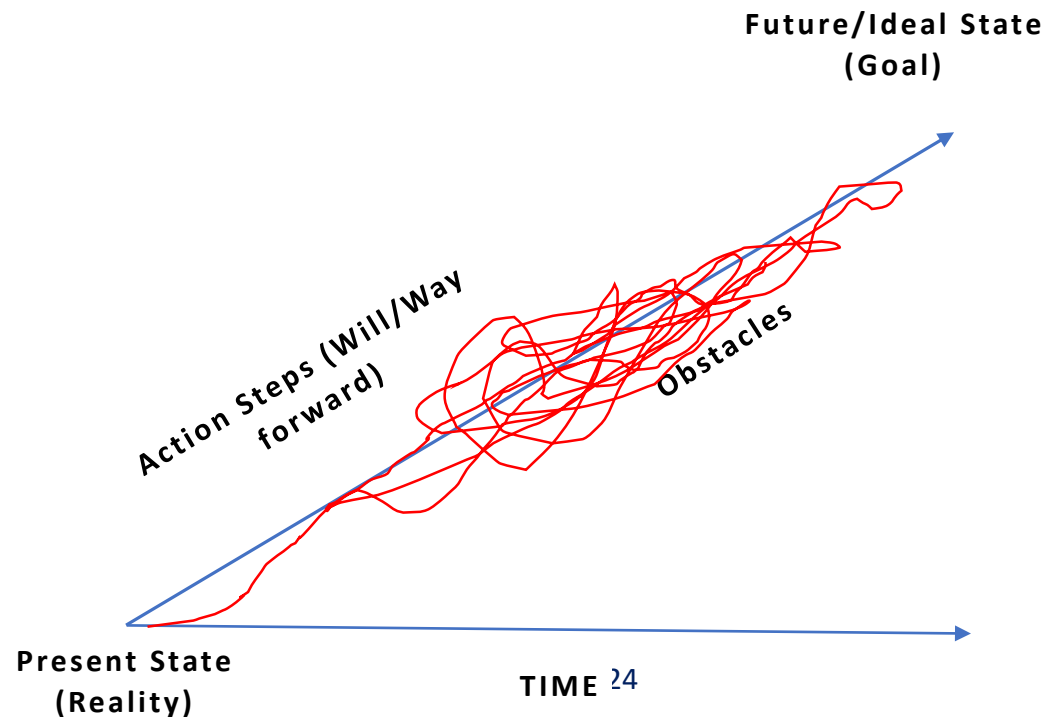


UNIVERSITY OF  
SOUTH ALABAMA



# The word 'COACH'...

- COACH = carriage
- Coche (French), kocsi (Hungarian; Kocs a town) = carriage
- 1830s: a slang term for a tutor who would “carry” a student through an exam
- A metaphor today: A coach “carries” the coachee from one state to another



# What is coaching?

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Coaching is a process of partnering with other individuals – such as students, residents, peers, also called the coachees – in a thought-provoking conversation that inspires the coachees to maximize their personal and professional potential (ICF).

# Coaching definitions

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*Coaching = Training (educational tool to improve debating skills, 1911)*

Coaching = Training (factory worker's informal, short term training, 1937)

As a discipline, 1980s

*Timothy Gallwey: The Inner Game (1986). From sports coaching to interpersonal coaching (self 2, self 1)*

“unlocking a person’s potential to maximise their own performance. It is helping them to learn rather than teaching them – facilitation approach”  
(Whitmore, 1992). *The turning point in coaching*

*Relational possibilities ....based on trust, confidentiality (1998)*

“a human development process that involves structured, focussed interaction and the use of strategies, tools and techniques to promote desirable and sustainable change for the benefit of the coachee... (Bachkirova; 2010)

*“growth-promoting relationship which elicits internal motivation, leverages strengths, increases the capacity to change, and facilitates a change process through visioning, goal-setting, and accountability that leads to sustainable change for the good” (Moore; IOC, 2010)*

A Socratic based dialogue between a facilitator (coach), and a participant (coachee) where the majority of interventions used by the facilitator are open questions which are aimed at stimulating the self-awareness and personal responsibility of the participant (2011)

*“reflective process between coaches and coachees which helps or facilitates coachees to experience positive behavioural changes through continuous dialogue and negotiations with coaches to meet coaches’ personal or work goals (2014)*

“facilitating goal attainment, and on enhancing the personal and professional growth and development of clients in personal and in work domains”  
(Anthony Grant)

Adapted from: *Coaching psychology: exploring definitions and research contributions to practice; Coaching in Medical Education, Chapter 3.*

# Some commonalities

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- Facilitative nature of coaching
- Coach does not direct or instruct but supports
  - Goal setting and attainment
    - Maximise potential
    - Relationship

# Coaching and other supervisory roles

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- Coaching is a process of partnering with other individuals – such as students, residents, peers, also called the coachees – in a thought-provoking conversation that inspires the coachees to maximize their personal and professional potential (ICF).
- Support by evoking awareness in coachee (**REFLECTION**)
  - Coaching ≠ mentoring ≠ advising

# Coaching vs other 'helping' professions

	Coaching	Advising (internal/external)	Consulting (external)	Mentoring	Counseling
<b>Who?</b>	<ul style="list-style-type: none"> <li>• Individuals</li> <li>• Team</li> <li>• Organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Individuals</li> <li>• Team</li> <li>• Organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Individuals</li> <li>• Team</li> <li>• Organizations</li> </ul>	Individuals	<ul style="list-style-type: none"> <li>• Individuals</li> <li>• Families</li> </ul>
<b>Focus</b>	Future growth	<ul style="list-style-type: none"> <li>• Problem-solving</li> <li>• Performance improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Problem-solving</li> <li>• Performance improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Career advancement</li> <li>• Networking</li> <li>• Understanding culture</li> </ul>	<ul style="list-style-type: none"> <li>• Health (physical, emotional, mental)</li> </ul>
<b>Role of provider</b>	From behind	From the front	From the front	Share experiences that might be beneficial	Examination of behavioral patterns; provide feedback and advice
<b>Relationship</b>	Facilitative	Expert	Expert	Hierarchical	Therapeutic/expert
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Vision, goals</li> <li>• Plan for actions steps</li> </ul>	Opinions and recommendations	Opinions and recommendations	Understanding of possibilities	<ul style="list-style-type: none"> <li>• Healing</li> <li>• Change in behavior</li> </ul>
<b>Duration</b>	<ul style="list-style-type: none"> <li>• Leader as a coach/academic coaching – ongoing</li> <li>• External – 6-12 months</li> </ul>	Usually short-term	Usually short term	May last for long periods	May last for long periods

(Adapted from *The Completely Revised Handbook of Coaching*, P McLean)



RATIO OF ENGAGEMENT



PROBING & LISTENING



TELLING & ANSWERING



ADVISOR

**Episodic, issue-focused** relationship depending on what the learner needs to know or asks. Based on advisor expertise.

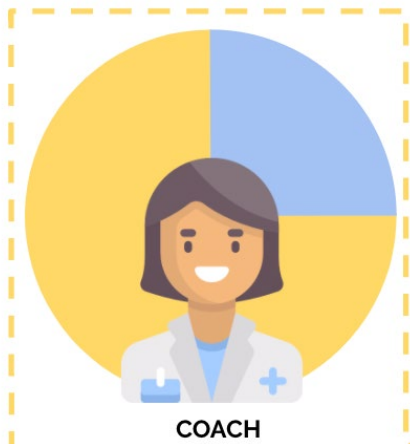
“Do this”



MENTOR

**Longitudinal, personal** relationship focusing on the learner's longer-term development. Based on mentor experience.

“Let me teach you how to do this”



COACH

“How do you think you could do this?”

# What coaching IS and ISN'T

IS
Change
Helping/assisting
Growing/learning
Fulfilling one's maximum potential
Future/vision/personal dreams
Integrating the whole self/ internal transformation
Offering compassion
Caring/resonant relationship
Asking good questions
Listening intently/curiosity
Build on strengths
Energizing
Supporting community
Sustainable change

ISN'T
Leading/pushing/directing
Advising/guiding/teaching
Punitive
Solving problems
Working on one dimension of life
Compliance
Hierarchical/expert
Offering solutions or answering
Talking
Overcoming weaknesses
Debilitating
Working alone
Quick fix

# Practice of coaching

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- **Executive coaching:** a helping relationship formed between a client who has managerial authority and responsibility in an organization and a consultant who uses a wide variety of behavioral techniques and methods to help the client achieve a mutually identified set of goals to improve his or her professional performance and personal satisfaction and, consequently, to improve the effectiveness of the client's organization within a formally defined coaching agreement'
- *Health coaching: a patient-centered process that is based upon behavior change theory and is delivered by health professionals with diverse backgrounds. The actual health coaching process entails goal setting determined by the patient, encourages self-discovery in addition to content education, and incorporates mechanisms for developing accountability in health behaviors*
- **Life coaching:** collaborative solution focused, result orientated and systematic process in which the coach facilitates the enhancement of life experience and goal attainment in the personal and/or professional life of normal, non-clinical clients
  - *Skills/performance coaching: music and sports*

# Academic Medicine Coach Training (since 2021)

## 2021

- 20 voluntary participants
- 14 sessions alternate Fridays, May to November 2021
- 34 hours (26 hours coaching, 8 hours planning for coaching program for Whiddon COM)
  - Vision: Develop a diverse community of healthcare professionals who are empowered to grow professionally and personally
  - Pilot MedJag Career success launched in 2023

## 2024 (4<sup>th</sup> Cohort)

- 9 sessions
- Spring semester
- Alternate between Thursdays/Fridays, 1.00 pm to 5.00 pm

# Academic Medicine Coach Training (research)

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- Experience and perception of coaching
  - Focus group posttraining, survey posttraining, reflections during program
  - Mixed method thematic analysis
  - Key lessons
    - Reflection/introspection, relationship relevant (perhaps necessary) for medical learners
    - Able to use immediately with learners

# Demonstration

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Volunteer coaches