A theoretical approach to online/remote coaching

A study task related to “Coaching-based approach” 5 ECTS online course

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1 COACHING

Coaching strives to improve the performance and learning abilities of others. It entails offering feedback, as well as other strategies such as incentives and effective questioning. In the case of a manager-coach, it entails recognizing a team member's availability to assume a given duty in terms of abilities and motivation. (Osiceanu, 2016, 28.)

Coaching, like education, motivation, and management, must consider psychological growth and a knowledge of how individuals attain their greatest potential. Coaching unlocks human potential in order to maximize performance. It enables people to study for themselves rather than being taught by others. (Osiceanu, 2016, 28.)

2 ONLINE/REMOTE COACHING

According to Stenbom (2015, 5.), it is believed that online coaching is related to constructivism. According to constructivism, individuals are encouraged to actively create their own interpretations of events and so get fresh perspectives. A coachee participates in online coaching as an active activity to encounter issues and think about them. The coachee builds his/her own interpretation of the session's material in this way. It is crucial to ask questions, explore, and evaluate prior knowledge in order to encourage constructivism.

Both online and offline coaching aims to assist the customer with a specific issue or obstacle. For individuals who have done in-person coaching previously, many of the standard offline coaching strategies may be simply modified for use online. (Quenza, 2022.)

For a business, coaching remote employees is an essential thing in the development process. It enables them to do their task more effectively and swiftly. Coaching helps them to do their task more effectively and swiftly. The absence of face-to-face interaction is the sole drawback of coaching distant employees, but it may also keep them on task and avoid burnout. Coaching can assist employees in making the most of their job and understanding how to be more effective and productive. Not having a

boss or someone instructing them every step, coaching also helps to lessen the number of mistakes employees make. (Spinify, 2022.)

According to GroupApp (2021.), there are many more benefits of online coaching. An online coach has a wider audience than a traditional coach. While you can only work with local customers when you coach in person, online coaching gives you access to clients all over the world.

Compared to traditional coaching and other businesses, starting an online coaching practice offers very low initial expenses. All you need is the right tools and reliable guidance. The danger of losing everything is also minimal because the majority of instructors start this as a side business while continuing to work their 9 to 5. Even if it's not your full-time job, you still need to put in the time and effort. (GroupApp, 2021.)

2.1 Advantages of online/remote coaching

Remote coaching may give a method to assure personnel growth. While such coaching may not always facilitate the benefits of group dynamics when a team-based course is provided, it may provide several additional benefits to both the person and the organization. (Black, 2016, 20.)

Such advantages might include things like:

- Greater variety of coaches - Because remote-based coaching is not dependent on a physically co-located coach, it broadens the range of coaches available to the person. Depending on the skill sets and "coach chemistry" necessary, this may involve coaches from all over the world.
- More focused - Because both the individual and the coach are more prepared in advance, the coaching may be more effective and concentrated. Both may have access to additional resources at their coaching location, which might be their respective businesses or even their homes.
- Convenience - coaching may be given conveniently and at a convenient time, accommodating both the individual's and the coach's busy schedules.
- Remote coaching is time efficient since it eliminates the need for both the coach and the individual to commute. It is usually significantly more focused on the

activities and objectives necessary, without some of the "fluff" that may be accomplished with face-to-face coaching

- Remote-based coaching may be more cost-efficient due to a reduction in the cost base for both the coachee and the coach because there is less travel time and possible office space necessary to conduct coaching sessions.
- Coaching may be done much more quickly and on an as-required basis due to the flexibility to fit it into hectic schedule obligations.

- Remote-based coaching may frequently lead to the coachee feeling more comfortable and therefore prepared to be more open and expansive about their difficulties, feelings, and other possible coaching components because the coachee is seated in their own surroundings.

(Black, 2016, 20-21.)

When remote employees receive the necessary coaching on their duties and responsibilities, they are completely aware of what is expected of them and what they must do to succeed. They become more creative and productive as a result. They are therefore more likely to develop original concepts and find answers to issues. They also feel valued, trusted, and supported as a result of the efficient coaching of remote employees, which raises employee engagement, motivation, and retention rates. (Spinify, 2022.)

2.2 Challenges of online/remote coaching

There are also challenges in online coaching that may include:

- Body language and what is "not being stated" may be difficult for the coach to detect.
- Unless the coaching protocols are agreed upon, there is a possibility that neither side will be totally present throughout the coaching. They may become sidetracked by other people or by things like emails, other Internet sites, television, and radio.
- When coaching across international borders, there is a danger of cross-cultural differences impeding successful coach contact. However, this may be addressed by a thorough grasp of the Geert Hofstede cross-cultural dimensions

model, as well as the use of evaluations and conversation with the coaches to uncover these discrepancies.

(Black, 2016, 21.)

2.3 Coaching platforms

Coaching can be delivered simply with an online meeting tool/platform, such as Zoom, Teams or Meet. There it’s possible to connect with a picture and audio, and share coaching materials, exercises and other important materials.

Additionally, those offer you the useful choice of recording your calls for later use. You may achieve this by sending your sessions to your clients and keeping them for yourself as examples of your abilities and areas for development. (GroupApp, 2021.)

There are also specific coaching platforms available, such as GroupApp, Satori and Teachable. Coaching platforms are great because they streamline your routine by centralizing everything. To plan your day and do your work, you don't need to utilize 10 separate applications. You just need one. Furthermore, coaching platforms weren't developed solely to simplify your day. (GroupApp, 2021.)

Every coaching platform is unique and adapts to varied needs a coach can have. For this reason, you should research the available offers online before selecting one in particular. There are a few features, nevertheless, that any effective coaching platform includes. Those are:

- Tools for communication: You should be able to message your clients and make regular or video phone calls to them.
- Tools for administration – these tools deal with topics like contracts, payments, and scheduling.
- Material delivery: The platform should be able to distribute the PDFs, videos, links, and other content that the coaching sector needs.
- Data monitoring: You should have easy access to surveys and other forms that your customers may complete, and all the data should be collected in one location so you can see how they're progressing.

- Analytics: platforms should examine your content and growth to inform you of the state of your company.

(GroupApp, 2021.)

2.4 Tips for online/remote coaching

Opening up two-way communication is the first thing you should do while coaching remote workers. This enables you to provide your workers with immediate feedback on their accomplishments and areas for development. By doing this, you may foster a productive working connection with your team, which will help you meet your sales targets. (Spinify, 2022.)

You may schedule regular meetings to ensure you always get input. The chance to ask the other person anything you would be interested in knowing, including how they truly feel about the product, in addition to questions and answers. This assists you in creating a culture where employees feel free to express their genuine ideas and comments, which in turn strengthens the bond between you and your team. (Spinify, 2022.)

Gamifying your remote workforce will encourage them to work at their peak efficiency while also providing some lighthearted fun. With the help of gaming, you may encourage your remote workers to take on new challenges and broaden their skill sets. (Spinify, 2022.)

Create a monthly leaderboard and encourage your remote employees to compete for points and prizes to be listed on it. Your remote employees will experience a greater feeling of belonging as a result, and their camaraderie will also increase. You may inspire your remote workers to contribute to the team's objective and make their teams function like well-oiled machines by creating different leaderboards for each team. (Spinify, 2022.)

Here are some other practical tips for online coaching that can help to deliver meaningful and engaging coaching experiences.

- A remote session should not last longer than 90 minutes. Ninety minutes is already far too long. If you need additional time, rethink your goals, divide them, and arrange extra time periods.
- Email upfront the agenda and purpose of the session. Two or three days upfront, email the agenda of the session mentioning the working phases, deliverables, tools, and all things the group needs to prepare beforehand. Remind them what you expect to achieve together.
- Do not schedule using Doodle (or something equivalent). It's a nightmare having everyone playing with time slots, waiting for everyone to fill in, and finding the proper match. Don't waste your time on this; it's better spent on other things. Impose a time slot (as long as it is planned far in advance, people will find room in their calendar) or create a list of open slots in your schedule and invite people to subscribe to them. Tools like Calendly can be useful.
- Check sure everyone understands when, where, and how to meet. Every organization has its own set of remote tools (Google Meet, Microsoft Teams, Zoom, etc.) Once the time window has been determined, send an invitation to participants with the appropriate connection link and monitor their responses. Remind everyone when, when, and how to meet from one session to the next. It is inconvenient to start a remote meeting late because of this, and it is even more inconvenient to be late just because you don't know where and when to meet.
- Share more ahead. Don't rely only on your time together. Because attention spans are much shorter while working remotely, you will need to provide more information in between sessions and may need to assign homework to the team to achieve genuine progress. However, don't overload people with too many resources to read right away. Short videos are preferred: individuals can "listen to" videos while cooking, but they cannot read while cooking. And, sadly, we are all multitasking more.
- When asking the group to prepare or deliver anything for a forthcoming session, make it easier on them by providing simple guided templates. Fill up your template with sample responses to establish the tone and degree of precision you anticipate. Make yourself available for queries.

- Make a note of everything. Or, if possible, record the session. Live coaching is difficult, remote coaching is stressful, and you may not recall everything that happened or was said. Taking detailed notes can greatly increase your context switching and, as a result, your coaching attention.
- Show twice as much gratitude. Remember that, as living beings, we normally judge encounters primarily by our nonverbal behavior. Working remotely deprives us of this ability, and we are unable to express gratitude through body language (eye contact, smile, etc.).
- Invite genuine feedback and inquiries. Ideally, asynchronously. Don't wait until the last 5 minutes to seek input: because you will most likely be late (at least for the first three sessions), people will be fatigued and not in the mood to give you accurate feedback, especially if they feel rushed. Here are some suggestions about what you can do:
    - Request feedback through email,
    - a simple form,
    - a ROTI (Return On Time Invested),
    - or at the start of the next session: "What's your feedback/feeling about what we did last time?"
    - or set up a 24-hour idea box (include the link in every agenda invitation)
- Instead of slides, have dialogues. Draw and talk. Sing. Make use of photographs. Gifs. Nothing. Whatever. But not slides.

(Sabatier, 2020.)

2.5 Online/remote coaching resources

Below are listed a couple of useful resources where you can find tools and materials for coaching:

- 15 Best Online Coaching Tools That Grow Your Business And Improve Productivity: https://margaretbourne.com/best-online-coaching-tools/
- Online coaching tools for optimal results: https://simply.coach/digital-coaching-tools/

- Virtual Coaching Toolkit: https://padlet.com/stephanieaffini/VirtualCoachingToolkit
- GROW Coaching Questions to Keep Remote Productivity Up: https://www.advantexe.com/blog/grow-coaching-questions-to-keep-remote-productivity-up
- GROW Model Questions: 60 Questions To Enable Employee Growth: https://www.personio.com/hr-lexicon/grow-model-questions/
- The Ultimate Guide Of Effective Coaching Techniques: https://www.evercoach.com/ultimate-guide-of-powerful-coaching-techniques/
- The Ultimate Life Coaching Toolkit: https://tobysinclairblog.wordpress.com/coaching-toolkit-100-techniques-approaches-and-materials/
- 50+ Coaching Tools For Leaders: https://www.tobysinclair.com/post/coaching-tools
- Co-Active Coaching Toolkit: https://learn.coactive.com/co-active-coaching-toolkit-resources?submissionGuid=33fe1638-51fd-4a49-826b-7142b1b0be80
- HR Toolkit: Coaching: https://www.otago.ac.nz/humanresources/toolkit/otago613473.html

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