

Job Coaching

Do

Use the personal approach pioneered by Marc Gold to design and deliver an on-site personalised training programme.

Story

Before Mark started work as a kitchen assistant, Beth, his job coach, learnt the job. This enabled Beth to think about the areas where Mark might need support, to know the pressure times in the kitchen and to look out for the most friendly and welcoming co-workers.

After eight weeks Beth, with Mark's agreement, was able gradually to reduce support, although Mark knows that she will always come back if he needs her.

Beyer and Kilsby (1997) reviewed the evidence from 200 job coaching projects. Pozner & Hammond (1993) found the average was four weeks to set up the start of the job, and four weeks of on-site support which gradually tapered away.

Hints & Hazards

Get to know the person well, discover their dreams, skills and abilities. Identify a job that fits the person's ambition. The coach does the work for a few days to analyse it. Compare what is needed with the person's skills, and design training to fill the gaps. Arrive at the workplace together, and together, achieve the full output. Stay as long as necessary – gradually hand over the tasks to the person, until they are doing it all themselves. Take equal care of socialising and output. Sometimes the coach substitutes for the worker, rather than augmenting.

Offer support on a long-term basis.

Too much 'support' can inhibit mixing with colleagues and reduce the person's independence. Too little can result in failure. Plan with the person and the line manager about the tasks and supports for the person, and how the support arrangements will transfer from the coach to work colleagues.

This approach is different from Life Coaching, which is more akin to Goal Orientated Counselling (1b6) – *see Boyle (2004)*.