

## The Coaching Dilemma

Nadia Mohammad Ali Mousa Al-Mubarak

In today's fast-paced world, the role of coaching has become increasingly significant. Whether it's in sports, academics, or professional development, coaches play a vital role in guiding individuals towards success. However, the effectiveness of coaching is often influenced by various factors, leading to what can be termed as the coaching dilemma.

**One aspect of the coaching dilemma revolves around the balance between nurturing talent and achieving results.** Coaches face the challenge of fostering the potential of their coachees while also ensuring tangible outcomes, such as winning games or meeting performance targets. Striking this balance requires a nuanced approach, as overly focusing on results can stifle growth, while solely emphasizing development may not yield immediate successes.

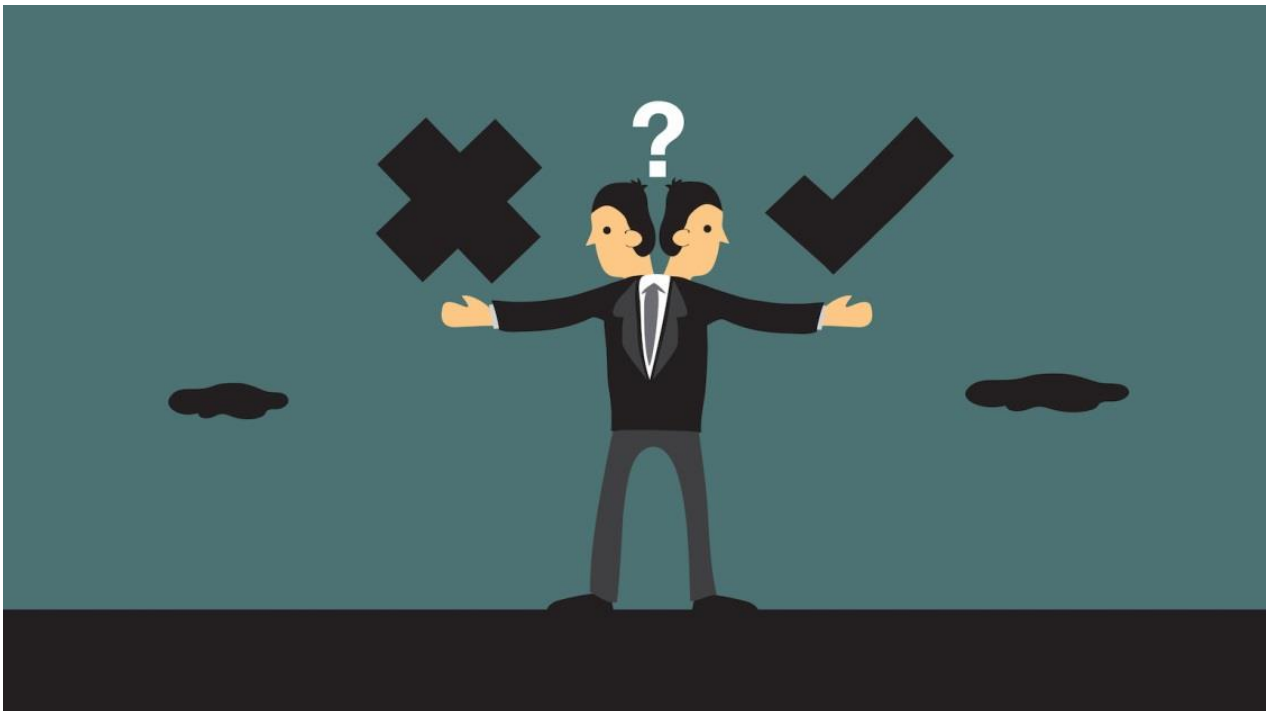
**Moreover, the coaching dilemma extends to the methods and techniques employed by coaches.** Traditional coaching approaches may not always resonate with modern learners, who often respond better to interactive and personalized methods. Coaches must adapt to the evolving needs and preferences of their clients, without using complicated layered questioning, bringing in judgments, or being distracted, which can be a daunting task in itself.



**Another aspect of the coaching dilemma stems from the ethical considerations inherent in the coaching profession.** Coaches often find themselves in positions of power, making judgments and influence, which can potentially be abused if not wielded responsibly.

Maintaining boundaries, confidentiality, and respect for autonomy are crucial ethical principles that coaches must uphold, even in challenging situations. Also, some coaches making the Session All About themselves. In a coaching session, the client takes the lead.

**Furthermore, the proliferation of coaching certifications and programs has led to a saturation of the market, making it difficult for individuals to discern between competent coaches and those lacking adequate coaching or experience.** This raises questions about the credibility and standards within the coaching industry, adding another layer to the coaching dilemma.



**Another aspect of communication gap between the coach and coachee:** This gap may happen between the coach and coachees because of the difference in languages which leads to unclear objective and unexpected outcomes. Also, the different levels of awareness may cause misunderstanding during the coaching process for example the problem has not been correctly identified which requires more sessions.

**Also, there is lack of seriousness of the coachee:** This occurs when coachee is not willing to change this means this person lacks the lowest levels of responsibility, in fact there is no approach that will work as all, if coachee doesn't want to change. In short, you can't change someone's behaviour against their will.

**Other Aspect incompetent coach:** Incompetent coach who choose a not suitable style & technique, and not paying enough attention to coachee's speech, without listening to what is behind the words, and not realizing the feelings, sensations, and words that have not yet been spoken. Therefore, he fails to explain instructions, strategies, or feedback adequately. This, in turn, reflects negatively on the coaching process, causing it to fail.

**There is also coaching doesn't work for everyone:** Coaching is not for everyone, it depends on person's individual circumstances and situations, especially when they need personal support, in this case to be better going to counselling and mentoring. So, some people need a psychotherapist due to psychological illnesses that require therapeutic intervention. In this case, the coach must apologize for conducting coaching sessions for the person concerned and send him to a specialized psychotherapist.



### **The Demand for Measurable Outcomes**

With the rise of coaching, there has been a corresponding increase in the demand for measurable outcomes. Executives and stakeholders want to see concrete evidence that coaching efforts are translating into improved performance and business results. This demand is driven by several factors:

- **Investment Justification:** Coaching often represents a significant financial investment. Organizations need to justify this expenditure by demonstrating clear benefits.
- **Accountability:** As coaching becomes more widespread, there is a greater expectation for coaches to be accountable for their clients' progress.
- **Data-Driven Decision Making:** The modern business environment places a premium on data and analytics. Organizations seek to apply these principles to coaching to ensure it aligns with broader strategic goals.

### **The Intangible Nature of Coaching**

Despite the push for quantifiable outcomes, the essence of coaching lies in its personalized, human-centered approach. Effective coaching involves deep listening, empathy, and the ability to navigate complex emotional landscapes. Many of the most valuable outcomes of coaching—such as increased self-awareness, improved emotional intelligence, and enhanced interpersonal skills—are inherently difficult to measure.

### **Challenges in Measuring Coaching Impact**

- **Subjectivity:** Much of the coaching process is subjective, relying on personal perceptions and experiences that are not easily quantified.
- **Delayed Effects:** The benefits of coaching often manifest over time, making it challenging to capture immediate results.
- **Contextual Variability:** The impact of coaching can vary widely depending on individual and organizational contexts, complicating efforts to standardize measurement.

### **Balancing Quantitative and Qualitative Metrics**

To address this dilemma, organizations and coaches are exploring ways to balance quantitative metrics with qualitative assessments. This balanced approach can provide a more comprehensive view of coaching effectiveness.

### **Quantitative Metrics**

- **Performance Metrics:** Tracking changes in performance indicators such as sales figures, project completion rates, and other key performance indicators (KPIs).
- **Feedback Surveys:** Utilizing pre- and post-coaching surveys to gather data on changes in behavior and skills.

- Retention Rates: Monitoring employee retention as an indicator of improved job satisfaction and engagement.

### Qualitative Metrics

- 360-Degree Feedback: Collecting feedback from peers, supervisors, and subordinates to gain a holistic view of the coachee's development.
- Self-Assessment: Encouraging coachees to reflect on their growth and articulate changes in their perspectives and behaviors.
- Narrative Accounts: Documenting success stories and case studies to illustrate the impact of coaching in real-world contexts.

**In conclusion**, the coaching dilemma encompasses various challenges faced by coaches in today's complex landscape. Balancing between nurturing talent and achieving results, adapting to evolving methodologies, upholding ethical standards, and navigating the crowded coaching market are just some of the issues that coaches grapple with. Despite these challenges, effective coaching remains an invaluable tool for personal and professional development, highlighting the need for continued reflection and improvement within the coaching profession.

## About Author

Nadia Mohammad Ali Mousa Al-Mubarak



### Personal Profile

A systemic and committed life, career coach and trainer, and have been working for fifteen years in the field of life, career coaching and training. Over the years, I have attended and worked with numerous coaches from different industries and corporate functions and became certified.

### Education

- Master of Local Development / University of Jordan (2021) /Excellent Evaluation.
- Bachelor of English Literature / Yarmouk University (2008)/ Very Good Evaluation.

### Fellowship

- Member of International Council for Education, Research, and Training (ICERT), USA, INDIA, 2023.
- International Fellow of Bangladesh Organization for Learning & Development (BOLD), 2023.
- Council Member of Chartered Institute of Management & Leadership, USA, 2023.
- Fellow of Chartered Institute of Management & Governance, USA, 2023.
- The International Professional Managers Association, UK, 2023.
- Full Member of Chartered Institute of Management & Leadership, USA, 2023.
- American Society of Management Consulting, USA, 2023.
- Arab Trainer Union, 2022.
- Jordanian Trainers Society 2022.
- The American Anti-Corruption Institute, USA, 2021.

### Professional Experience

- Ministry of Interior 2018- Now
  - Responsible for the Department of Development Studies and Community Outreach.
  - Trainer at the Directorate of Administrative Affairs and Performance Development.
  - Document Translator / Directorate of legal Affairs.
- Ministry of Education 2008- 2018
  - Responsible of student's activities
  - School dialogue and volunteer club's trainer
  - AL Hassan youth award coordinator.
  - English teacher.

### Awards

- Kalaki Gaurav Award, Kalaki News & Kalaki Foundation Trust, 2023.
- Queen Rania Awards for Distinguish Teacher at the Directorate Level, 2013.