

PROFILE OF THE CAREER COACH

WITHIN THE TOOLKIT 'CAREER GUIDANCE & PROFESSIONAL GROWTH'

*THIS **TOOL** FOCUSES ON **CAREER COACHING***

*OF **STAFF MEMBERS** IN ORGANISATIONS*

CONCEPT

Career coaching can be used effectively with people planning and building their career paths.

- Career coaching stimulates the client constructing a career path
 - in an independent, responsible and reasonable way.
- A coach accompanies a client in the process of career decision making and provides support.
 - The coach is expected to inspire the client to independently extract the resources they already possess which could be helpful in career development.
 - **A good coach is expected to ask the right questions, not to give answers.**

MOTIVATION

On the **necessity** of career guidance, the European network CEDEFOP stated:

“There is a clear consensus in Europe that high quality guidance and counselling services play a key role in supporting lifelong learning, career management and achievement of personal goals.”

On the part of individual **staff members**, career coaching can guarantee:

- their **empowerment** to play a meaningful role in the organization/company,
- enhanced **awareness** of their employability skills,
- responsibility for self-development and **career progression**

On the part of **employers** and organization/companies, investment in career coaching should result in:

- **Better motivated** and trained staff and employees,
- **Greater staff satisfaction** and reduce of staff turnover,
- Lower costs as result of reduce of staff turnover and **higher levels of efficiency.**

THE TOOL

▪ PROFILE OF THE CAREER COACH

The International Coach federation, a worldwide organization for professional coaches, defines coaching as: *‘partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.’*

In working with a client, a coach is expected to:



SKILLS & COMPETENCES OF THE CAREER COACH

To fulfil the different roles in the profile, the career coach is intended to possess the following necessary skills and competences.

PROFILE	SKILLS
CLARIFY	<ul style="list-style-type: none"> ▪ Assessment and self-assessment of a client's competences & learning needs. ▪ Extracting from the past the resources that a client already possesses and focusing on the client's positive present actions and on what they really want. ▪ Process of coaching as communication and conversation ▪ Knowledge of tools as: personal development plan, learning styles, SWOT analysis, elements of the coaching dialogue, solution focused approaches.
ENCOURAGE	<ul style="list-style-type: none"> ▪ Interaction within a system approach which focuses on inter-dependency. ▪ Process of coaching as providing guidance and facilitating of individual learning and development processes. ▪ Knowledge of the job market analysis & tools for self-assessment
CREATE	<ul style="list-style-type: none"> ▪ Planning skills as part of the conversation dialogue. Following a properly conducted dialogue, a client is able to take measures to make changes, to plan and implement them. ▪ Networking skills and cooperate actively with other relevant colleagues, departments and organizations in the sector. ▪ Knowledge of strategies that will help the client to take a small step towards a desired future vision of the situation.
HOLD	<ul style="list-style-type: none"> ▪ Focusing as methodology to sustain small changes that, in time, will have a bigger impact in the future. ▪ Make use of what's there and learn how to identify existing answers and solutions. Expand the possibility of the client. ▪ Comprehensive knowledge of factors conducive to lifelong learning. ▪ Being an inspiring personality and a creative person yourself.

CAREER COACHING IN THE ORGANIZATION

*Career coaching is an essential element in the organization to guarantee the **empowerment** of all staff members to play a meaningful role in the organization/company.*

- *The matrix proposed should **assist employers to 'grow their own staff'** within the sector and reduce high levels of attrition, as well as assist in **identifying access points** to employment across the health sector as a whole.*
- *In reference to the career framework levels we identified the different **requirements** for career coaching and possible job descriptions in organizations, used in the health sector.*

	Career framework level	Requirements for career coaching
9	Director. Responsibility for the development and delivery of services to a population at the highest level of the organization. <i>Managing director, CEO</i>	Stimulate the (international) knowledge building at the most advanced frontier of a field of work.

8	Consultant. Considerable responsibility for the service improvement or development. Clinical or management responsibilities. <i>Director of a department, regional manager</i>	Building of specialized knowledge, some of which is at the forefront of the field as base for original thinking and or research
7	Advanced practioner. Responsibility for the developing and changing of practices and services. Making decisions regarding learning arrangement of the team. <i>Head of department, sectorial manager</i>	Stimulate critical awareness building and interface between different fields of work. Training in the assessment of individual and team competences.
6	Senior practioner. Management and leadership responsibilities Some responsibility for team performance. Awareness of the importance of social/personal development and how to encourage and coach this. <i>Team leader, coordinator</i>	Stimulate the critical understanding of detailed theoretical and practical knowledge. Training in team leadership competences.
5	Practioner. Solve problems creatively, make judgements that requires analysis and interpretation. Supervision of some staff. <i>Senior health worker, head of ward</i>	Stimulate the building of comprehensive, specialized and theoretical knowledge in broad contexts with a field of work. Training in team leadership competences. Draw up and use a PDP in his field.
4	Associate practioner. Work is guided by standard operating procedures but the worker makes judgments, plans activities, contributes to service development and demonstrates self- development. Possible supervision of some staff. <i>Health worker with special skills</i>	Stimulate the building of theoretical knowledge in broad contexts with a field of work. Guidance of the supervision of some staff. Analysis and understanding of the specific needs of learners in the context of work.
3	Health care assistant. People carry out a wider range of duties and have more responsibility (also for self - development) with guidance and supervision available when needed.	Stimulate knowledge or concept building, and the discovering of processes and principles. Guidance of service and self-development.
2	Support worker. People carry out clinical, technical, scientific or administrative duties according to established protocols or procedures, or systems of work.	Provide entry towards specific knowledge of a field of work
1	Entry level. People undertake a limited number of straightforward tasks under direct supervision.	Provide entry towards basic knowledge

RELATED CONCEPTS

RECOVERY

A way of living as satisfying, hopeful and contributing life even with the limitations caused by illness or burn out. Involves hope, empowerment, self-responsibility and meaningful roles.

CAREER GUIDANCE

All elements of guidance of an individual to secure their employability and their (vocational) education, training and (lifelong) learning

in function of this career process.

▪ **CAREER COACHING**

*Identifying the client's strengths and weaknesses,
Planning with people their career and preparing a strategy to build it,
Creating a network of contacts needed in job search and career development,
Constructing the clients image of what is important in a job market and in their personal life*

RELATED BEST PRACTICES OF WORKING PARTNERS

Preventing this learning partnership of 'reinventing the wheel' and aware of existing best practices of career coaching on the part of our partners, we are grateful to the expertise delivered by:

- **CZ**, LEDOVEC
- **BE**, HIVSET & LIFELONG LEARNING CENTRE HIVSET
- **UK**, NORTH WEST REGIONAL COLLEGE
- **SI**, VRTEC JELKA
- **BG**, TOKUDA
- **FI**, KPEDU

TAKING THIS LEARNING FORWARD

With this tool we hope to enhance awareness of the career coaching in the health sector,

- **Helping individuals** to see where the need to develop skills and knowledge, seek advice about personal development, contribute to the staff process and maintain motivation to remain within the sector.
- **Assisting employers and organizational managers** to define the appropriate personal employability skills and needs for coaching required by staff working in different roles across the health sector.