COACHING AS A NEW METHOD OF IMPROVING PERSONNEL QUALIFICATIONS IN POLISH COMPANIES

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This article attempts to present one of the new methods of educating sales department staff in a Polish telecommunication services company. Polish companies put great emphasis on having well qualified employees. This is important to them, because the company's development depends upon that. The best are employees who demonstrate willingness to educate themselves and who are available for that purpose even after finished work.

Keywords: coaching, coach (trainer).

Introduction

Coaching is starting to play a more important role as a method for improving employee development. It applies mostly to those employees who are in direct contact with clients. It is clients who have made companies use new methods, which allow them to satisfy customer service satisfaction needs and attract new potential clients. Companies put greater emphasis on having well qualified employees. Such personnel can be developed through various types of training and employee self-education.

According to (Winnicka-Wejs, 2003), coaching is a planned two-way process whereby an individual develops their skills and obtains certain competences by means of reliable assessment directed through practice and regular feedback. Coaching is also defined as personnel improvement method consisting in a partner-based way of sharing knowledge with subordinate staff by the superior.

The notion of coaching originates from sports. It has sport roots. It refers to the role of one of the trainers (coach) in American basketball teams. The coach is supposed to motivate players to work better and obtain better results. Together with players, the coach sets short- and long-term goals, verifies what has been attained, and what is still to be achieved. In addition, the coach often offers advice and assistance in organizational and technical issues (Jakubowski, 2005).

Coaching involves the trainee and the trainer who leads the trainee to individual success. One trainer cannot have more than few trainees at the same time. He or she works with each of them separately. The essence of coaching is assistance. It applies to specific situations and related problems. The person assisting the employee is his or her supervisor who at the same time is their coach. Coach is a person who supports their subordinate, pays attention to errors, assists in effort and is happy with their student's success (Jakubowski, 2005).

A coaching cycle consists of 4 phases.

Phase 1 is observation - the coach observes the trainee at his or her job, in this way the process of improving the trainee's personality begins. He observes student behaviour even for a long time. Phase 2 is analysis - the trainer summons the whole group of trainees and presents "student" behaviour as recorded on the video. All watch the projection and analyze the situation. However, they cannot as-
sess the recorded situations. Only the trainer may make such assessment. Phase 3 is discussion, during a conversation, the coach presents his suggestions how the behaviour can be changed. Together with the trainee, he prepares a plan for implementing new, better behaviour. Phase 4 application – control ends one coaching cycle and at the same time begins the second one. This cycle should be repeated as many times as necessary, e.g. until the behaviour changes as planned (Zbień-Maciąg, 2002).

Investigation and their results

The research project was conducted in 2006 in one of the telecommunication companies operating on the Polish market. This company offers voice services (local, long-distance and international), Internet access services as well as intelligent services. A questionnaire was used to obtain data. This company has been using coaching since 2002. This method was imposed on the employees by their superiors. In the event of coaching involving salespeople, one trainer can have no more than 8 trainees at a time. Coaching is divided into the following stages.

The first one is the so-called instruction coaching, taking ca. 2 months, this includes trainee observation and development. Every day the trainer observes how clients are obtained by the subordinate employee. He gives current information to the trainee about where any mistakes have been made and how they can be corrected. This is the so-called feedback.

The second stage involves development coaching, which takes as long as necessary for the trainee to obtain competence that he or she is not even aware of. In the end, mentoring is used. At this stage, the trainer spends 60-70% of his time watching his trainee's meetings with clients. Mentoring is normally used with ambitious persons who have mastered sales techniques. If allowed by the trainer, the persons can make independent decisions, the so-called decision-making decentralization takes place.

During a training cycle, the trainer and their employee "work" only to improve one defect, one failure (weak point) at a time. After finishing one training cycle, another one must begin immediately, because coaching is a continuous process. The trainer normally conducts two coaching sessions with one trainee in one day. To become a trainer, one must have completed a coaching course.

Conclusions

1. Growing market competition has forced companies to use new sales techniques to attract clients.
2. Coaching has presently become a very trendy method for improving sales personnel qualifications. Its popularity is mostly due to the fact that it is not an expensive method.
3. The company does not employ external trainers, training takes place at the workplace.
4. This method allows ambitious people to achieve more than they have attained so far.
5. Continuous growth in sale of services favours the use of coaching in a company offering telecommunication services.

References


INSTRUKTAVIMAS – NAUJAS PERSONALO KVALIFIKACIJOS TOBULINIMO METODAS STAMBIOSE LENKIJOSE ĮMONĖSE

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Instruktavimas yra darbuotojų žinių sukaupimo procesas. Šis metodas pagrįstas ryšiais tarp instruktorių ir besimokančiųjų. Abu dalyviai yra nepriklausomi ir vaidina papildančius vienas kitą vaidmenis. Teisingai suderinus šiuos vaidmenis, gaunamas sinergijos efektas, kuris leidžia ženkliai patobulinti darbuotojų žinias. Šis, iš esmės naujas metodas, naudojamas daugelyje didelių kompanijų. Įmonėse, kuriose šis metodas taikomas pardavimų skyriaus darbuotojų žinioms tobulinti, pastebima, kad pardavėjai sugeba pritraukti daugiau klientų.

Raktiniai žodžiai: instruktavimas, instruktorius, darbuotojas.