

THE COACHING MODEL DEVELOPMENT FOR NURSING PERSONAL DEVELOPMENT¹

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Abstract

Coaching is one of the most effective staff development strategies used in many disciplines including nursing. Coaching was based on the collaboration between the coach and the one being coached, using creative thinking process to motivate and bring out the potential of the one being coached. It helps improve staff performance, interpersonal relationships, and patient outcomes. In order to assist novice nurses with knowledge, skills, confidence and performance development at Lampang Hospital, we developed a coaching model called "COACHEE—PDCA". The principles underpinning the COACHEE model include: 1) Context, 2) Openness, 3) Aim, 4) Choice, Creativity, Change, 5) Help, 6) Empowerment, and 7) Evaluation. The COACHEE process was implemented through the PDCA cycle. The model tried out in June 2017 at Lampang Hospital. Eight nurses with 8-10 year work experience were trained to coach 17 novice nurses. We evaluated the use of the COACHEE—PDCA at the end of this trial. The results showed that: (1) COACHEE—PDCA model was suitable and effective for novice nursing staff development in Lampang Hospital context. Coaches could use this model as a framework for coaching. However, before using this model, coaches need to undergo skill training to be able to coach effectively. We concluded that the COACHEE—PDCA model was effective for coaching novice nurses in Lampang Hospital context, but still needs to be proved through the use of further studies.

Keywords: COACHEE model, nursing personnel development, nursing

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Background and Significance of the Study

Coaching is one of the most effective staff development strategies used in many disciplines including nursing. Nursing personnel development is an important step in the management of nursing. In order to achieve the organization's goals, staffs need to develop their abilities and skills. In addition, the advancement of knowledge in medical and nursing are always changing. Thus, the development of nursing knowledge and skills will promote to a better nursing practice and be consistent with both general and specialized nursing care. The organization also requires other qualified nurses to perform their duties to achieve the organization's goals. For example, the organization requires the administrative nurses who have knowledge and competency to manage their tasks. Therefore, development of nursing personnel is not only to make people acquire the ability and skills to function better, but also to result a higher performance.

Based on the analysis of nursing organizations in Lampang Hospital, the proportion of Novice nurses who have 1-2 years of work experience has increased, thus increasing the risk for patients. Benner (1984) states that, "Experience is an important factor that affects performance. More experienced nurses can apply knowledge to work in patient safety and better predict and plan problems than nurses with less experience. Therefore, to develop the competence of the novice nurses is an important issue to encourage nurses to achieve the organizations' goals.

The Nursing Department of Lampang Hospital has been developing the novice nurses by organizing activities such as orientation before work, continuing supervision such as the teaching and coaching to increase the nursing knowledge, performing and competency. However, this supervision did not allow the novice nurses to actually perform their competency. At present, the coaching model is widely used to improve the quality of work in the organization. The coaching is a proactive process that focuses on the achievement or goal without event or problem before. Coaching was based on the collaboration between the coach and the one being coached, using creative thinking process to motivate and bring out the potential of the one being coached. The researchers reviewed empirical evidence about the coaching model and develop the model which had an effective coach and was suitable to be used with the novice nurses who have 1-2 years of work experience. The COACHEE—PDCA Model was developed by integrating the techniques of coach from many model and the shared value of the Public Health Ministry (MOPH). MOPH is consisted of Mastery (Practice themselves to the highest potential), Originality (Create new innovations that are beneficial to the health system), People-centered approach (Taking into people-centered for working) and Humility (Be humble, respect for others, be taking into account the public interest, listen in different opinions, manage conflict in a creative way and help others solve problems). Then the PDCA cycle was used in process of coach.

The expected study is to enhance knowledge, skills and personal attributes among novice nurses in order to achieve in their performance. Novice nurses also increase their knowledge, skills and personal attributes.

Objectives

The aims of this study were:

1. To develop a coaching model for improving nursing competencies among novice nurses.
2. To study the effectiveness of the coaching model for improving nursing competencies among novice nurses.

Literature Review

To gain an understanding of the potential of coaching as a strategy for novice nurse development, a review of the literature was performed. Coaching is a formal relationship, much like a partnership, focused on meeting the learning needs of the one being coached to improve performance (Decamp, Kirby & Baldwin, 2010 as cited in Baxter, 2013). The one being coached used the mutually developed goals as a path for optimal performance. The objective of coaching is to assist the one being coached learn to control their own behavior in order to achieve their tasks. The process of coaching will lead to understanding of self, improve critical thinking and promote transformational leadership (Locke, 2008). The coach assists the coached to close the gap between the desired goal and the undesired outcome which is currently occurring. Feedback and questioning techniques are used to help the coached to self-reflect on the behavior that leads to an undesired outcome. This will provide specific and useful information to change the behavior in order to meet the organization's goals. Self-efficacy, empowerment and ultimately performance of the coached are increased by effective coaching that can contribute positively to the organizational success. Thus, coaching is a way to support and facilitate the type of self-reflection and introspection required to increase self-awareness, critical thinking (Baxter, 2013).

PDCA is also known as Deming Cycle which is focused on systematic operation, with the goal of continuous improvement. The model is used to improve the quality and effectiveness of processes within human resource management (HRM). It includes 4 steps such as Plan, Do, Check and Act). Plan: Define the problem to be addressed, collect relevant data, and ascertain the problem's root cause. Do: Develop and implement a solution; decide upon a measurement to gauge its effectiveness. Check: Confirm the results through before-and-after data comparison. Act: Document the results, inform others about process changes, and make recommendations for the problem to be addressed in the next PDCA cycle. These 4 steps are used as a process to coach the novice nurses in order to improve their competencies.

In the process of coaching, an internal personal factor of both the coach and coached (person being coached) and the relationship between them affects the success. The coach should be approachable, demonstrates caring, support and encouragement. In addition, he should have good communication skills, objective and utilizes a balance of active listening and reflective questioning (Baxter, 2013). Moreover, the coached should be motivated and receptive to coaching demonstration by accepting responsibility for the sessions, actively participating, ensuring clarity of feedback, working toward goals and providing follow up during the sessions (Baston & Yoder, 2012). Coaching is beneficial to the novice nurse including job satisfaction,

interpersonal skills, system thinking, and ability to leverage power within the organization, manage boundaries, self-awareness, work life balance and self-care. Also, it decreases stress, burnout and role anxiety among them. Moreover, the coaching is useful for the organization by improving employee's satisfaction and engagement scores, patient satisfaction scores and staff nurse retention (Baxter, 2013).

The use of coaching is an effective method to support novice nurse in a variety of situations: support during new initiatives and during changing responsibilities. A formal structured coaching model will be developed to enhance the required skills and performances among novice nurses to increase the patient's outcome and achieve the optimal goals of organization.

Expected benefits of the study were:

The "COACHEE - PDCA Model" model is an appropriate coaching model for the context of the effective organization and effective in nursing supervision;

The novice nurse increase his/her competencies based on core values of the Ministry of Public Health (MOPH 4.0).

Scope of population

This study was conducted at Lampang Hospital in June 2017 with the target populations described as; Coach refers to a nurse with 8-10 years of experience (Proficient) having knowledge and work system. Having communication skill, knowledge to transfer, self-confidence and a friendly personality qualified for the coach. Then, the coached refers to a nurse who has 1-2 years of experience (Novice) or who has work experiences in the past but has changed his/her work or moved to a new department.

Methodology

The samples in this study were 8 nurses with 8-10 year work experience who were trained to be a coach and 17 novice nurses who being coached.

This pilot study is a research and development which aims to improve the competency of the novice nurses to perform the required behaviors in order to achieve the organization's goals and patients' outcome. The COACHEE - PDCA Model was developed by the processes described as: The researcher analyzed the situation within the organization to find out the problems and obstacles associated with the competency of novice nurses.

A literature review about the processes of coaching and sharing knowledge among the researches were the process to develop a coaching model. The COACHEE – PDCA was developed based on the core value of Ministry of Public Health (MOPH) and the PDCA cycle. Then, the coaching manual for coach and coaching assessment tool were created. This study used PDCA as the process for implementing the COACHEE model. This process of PDCA was described below as:

Plan: this step was used to prepare the coach in increasing self-confidence also to develop trust and build cooperation between the coach and the coached. This first step was prepared including reviewing the associated context, assessing the strengths and environment of

the coach, and reviewing and making agreement on the role of the coach. The second step was planning for coaching which consisted of goal setting, activities planning, action plans, and defining the evaluation methods.

Do: this step was implemented by following the plan step. The implement of COACHEE – PDCA model was used by focusing on the following methods.

C: Context, the coach needs to know and understand the context of the organization by analyzing the environment and its situation, identifying related factors (internal and external), looking for the problem, and identifying the appropriate solution and the person being coached. Reviewing the roles, knowledge and required skills were the step to prepare the coach to advice the nurse being coached.

O: Openness, the coach and the nurse being coached got to know each other and built good relationship. The coach has to believe in the capacity of the nurse being coached. Creative questions were used to lead the nurse being coached to enhance his/her discerning and self-awareness. Coaching with support and with good relationship will increase trust and respect on the coach. Then, the collaboration will create.

A: Aim, the objective, goal and outcome of coaching was mutually developed by the coach and the nurse being coached in order to establish the guidelines and action plan.

C: Choices, Creativity & Changes, the coach offered the choices of solution to problems and the nurse being coached selected the suitable one to solve the problem. Giving a chance to the nurse being coached increased his/ her self-awareness and behavior.

H: Help, The coach conducted the action plan by following the set guidelines. Using listening and questioning techniques encouraged the nurse being coached to reflect on his/her thoughts and behaviors. The coach also provided the feedback and motivated the nurse being coached to implement the plan. Then, the coach monitored and reviewed the appropriate plan, thus the nurse being coached achieved the required goals and outcomes.

E: Empowerment- The coach used the appreciative approach by supporting, encouraging, power willing, creating a friendly atmosphere and creating positive learning environment to develop learning to the nurse being coached.

E: Evaluation- The coach monitored and evaluated the performance of the nurse being coached at intervals both during and at the end the coaching by observing the behavior or using the questionnaire.

Check: In these step, the researcher evaluates the nurse being coached during the coaching period and after the coaching ends. A questionnaire about the coaching process based on the COACHEE – PDCA model was used to evaluate the performance of the nurse being coached. The evaluation form was also used to assess the coach about the using of the COACHEE – PDCA model

Act: At the end of the cycle, the result of the evaluation in the check step was used to improve the plan in order to develop better performance. The evaluation form was used to assess the coached regarding the coaching process.

The COACHEE – PDCA model was tried out in the organizations through letting the coached answer the questionnaire. The coaches evaluated the model through sharing their experiences when they used it and used this evaluation to improve the model.

Results

A pilot study, the COACHEE – PDCA model was applied to 8 coaches who were trained to coach and 17 novice nurses. The results of the study were illustrated as below.

Table 1 *Demographics Characteristics of the Coachee*

Characteristics	N (%)
Coached	17
Gender	
Male	-
Female	17(100%)
Age (year)	
- 23-25	14 (82.36%)
- 26-30	2 (11.76%)
- 31-35	1 (5.88%)
Educational level	
Bachelor Degree	16 (94.12%)
Master Degree	1 (5.88%)
Experience in working in the current unit	
Less than 1 year	3 (17.65%)
1- 3 years	13 (76.47%)
More than 3 years	1 (5.88%)

The sample of this study were all females, mostly 23-25 years of age (82.36%), had a bachelor's degree (94.12%) and had experience in the current workplace during 1-3 years (76.47%).

Table 2

Evaluation of the coached by using the "COACHEE - PDCA Model"

Items	Mean
1. The coaching style increases your knowledge and skills to perform the job.	4.83
2. The coaching style makes you confident in the job.	4.50
3. Coaching style creates good relationships in the organization.	4.83
4. You have confidence in the coach.	4.83
5. The coach gives you the opportunity to participate in problem solving, exchange ideas, and suggest nursing practice.	4.42
6. When you have problems and obstacles in the work, you think that you will consult a coach.	4.5
Total	4.65

These results showed that the novice nurses (coachees) were satisfied when they were coached using the COACHEE – PDCA model. This result showed the coached increased knowledge, required skills, and self-confidence. Moreover, they created good relationship with the coach and they build trust towards the coach. The coaching process allowed the coached a chance to participate in problem solving and sharing their ideas to solve problem in their duties. In consistent with Baxter (2013), he concluded that coaching is beneficial to the novice nurse including job satisfaction, interpersonal skills, system thinking, ability to leverage power within the organization, manage boundaries, self-awareness, work life balance and self-care.

After conducting the steps and processes, the coach learned from empirical evidences. First, coaching is a process that requires training and ongoing practice of the skills to effectively coach. The required skills includes communicating, instructing, giving advice, offering guidance, giving feedback, making suggestions, asking question that raise awareness, summarizing, paraphrasing, reflecting, and active listening are need to be trained to qualify the coaches. Second, coaching is a strategy that works well for human resource development through responding to agencies with less experienced workforce and bringing out their full potential. In addition, coaches have concluded from the coaching process that they should be trained to be qualified coaches and to able to coach effectively. The International Coach Federation (as cited in Donner, 2009) offers a comprehensive list of coaching competencies included 1) setting the foundation consists of meeting ethical guidelines and professional standards, establishing coaching agreements; 2) co-creating the relationship refers to establish trust and intimacy with the client; 3) communicating effectively includes active listening, powerful questioning, direct communication; and 4) facilitating learning refers to create awareness, design actions, plan and set the goal, manage progress and accountability.

Summary by using the "COACHEE - PDCA Model"

Coaching assisted the novice nurses to increase their knowledge, skills and personal attributes in order for them to perform in achieving the organization's goals. Price (2009) stated that coaching is one means of developing procedural knowledge – the ways in which the persons being coached use their experience, knowledge and ability to address clinical needs. Coaching allows the coached to gain clarity about their motivations, aspirations, and commitment to change and leads to a higher level of empowerment and confidence. Moreover, the coach needs to be trained with the required skills in order to effectively coach.

Recommendation

Effective coaching improves the required competencies of the novice nurse in order to achieve nursing outcomes such as patient satisfaction and quality of life, and achieve organizational goals. In the process of coaching, the coach is the key person to assist the novice nurse, so the training program for the coach is needed to enhance the qualified skills. With the use of the COACHEE-PDCA Model, coaches will be able to guide and help the novice nurses in delivering a quality service to the patients. From the results stated, the model is effective in Lampang Hospital context to use in coaching the novice nurses. However, it is still recommended that this model needs to be proved through further studies.

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