

# How is Coaching Different?

Advising/Consulting	Mentoring/Training	Coaching
<ul style="list-style-type: none"><li>• Expertise in process change or clinical guideline</li><li>• Tools: data &amp; reports</li><li>• Sharing information on performance, practice, clinical guidelines, and measurement</li><li>• Using information to initiate improvement</li><li>• Showing, telling, or doing to intervene</li><li>• Heavily reliant on consultant</li></ul>	<ul style="list-style-type: none"><li>• Expertise in a skill, concept, or area of knowledge</li><li>• Tools: knowledge &amp; teaching</li><li>• Looked to for the answers and expertise</li><li>• Trains or teaches certain skills or behaviors</li><li>• Develops others' skills, knowledge</li><li>• "Testing the student"</li><li>• Often one-directional limited growth</li></ul>	<ul style="list-style-type: none"><li>• Expertise in enabling, developing people</li><li>• Asking provocative questions</li><li>• Enables others to ID own strengths, to learn from their own outcomes, to take action</li><li>• Develops others' skills, capacity, knowledge</li><li>• Enables and facilitates interdependent leadership</li><li>• Nurtures shared ownership to decrease dependence on coach</li></ul>

*This material was prepared by Telligen, the Quality Innovation Network National Coordinating Center, under contract with the Centers for Medicare & Medicaid Services (CMS), an agency of the U.S. Department of Health and Human Services. The contents presented do not necessarily reflect CMS policy.*

*ReThink Health & QIN-QIO National Coordinating Center, Leadership & Organizing in Action, 2015*

