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**E-LEARNING & VIRTUAL COACHING:  
 THE PERFECT COUPLE**

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**VIRTUAL SOCIETY, ORGANISATIONS “IN REAL TIME”**

- In the context of a rapidly changing and globalised world such as ours, **virtuality is one of the keys to success.**
- **Organisations** are increasingly global, and work teams or “business units” rarely meet face to face.
- Business is carried out “**in real time**” all over the planet.
- Useful **new tools** are increasingly needed in this context, tools that enable communication, establish relationships, create synergies, and foster development and long-lasting change.
- Nowadays **new technology gives us access to these tools: e-learning and virtual coaching** are two examples

(Cris Bolívar, 2001)©

**ACCORDING TO AULAVIA.COM, INTERACTIVITY IS THE KEY TO E-LEARNING**

- Results are disappointing in computer assisted learning (CDs...) when coaches are excluded.
- The success of e-learning depends on the degree of human support which is included.

(Aulavia.com)

**It is in this sense that virtual coaching is fundamental to e-learning.**

**William Glaser**, Educational Psychologist states:

“We learn 10% of what we read,20% of what we hear, 30% of what we see, 50% of what we see and hear,70% of what we discuss,and 80% of what we experience.”

**Virtual coaching includes all these elements – it is, as we will see, a multimedia tool.**

**E-LEARNING + VIRTUAL COACHING =**  
 Δ LEARNING  
 Δ LEARNING APPLICABILITY  
 Δ PERFORMANCE  
 Δ MOTIVATION

**COACHING**

“Coaching is a **tool** which can help people to **develop professionally** and thus **satisfy** both themselves and their organisation. It is a space **for planned, confidential, one-to-one dialogue**, where new readings and **perceptions** are fostered; **long-lasting change** is introduced and **self-knowledge** is generated..

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### VIRTUAL COACHING: A DEFINITION

- Virtual coaching is the application of face to face coaching to new technology, through the use of specific multimedia platforms and environments which allow interactivity, confidentiality, analysis, reflection, trust and support, all of which are part of the relationship between coach and coachee.
- The aim is to virtualise the coaching process, not just to use new technology; for this reason it is not known as e-coaching, as it would be if we followed current trends.
- Thus here we are referring to far more than the help which might be given to another through e-mail, a discussion list or a website with a list of professionals who answer questions based on their skills and expertise.

(Cris Bolívar, 2001)©

### VIRTUAL COACHING

- Is a space for dialogue and directed activity.
- Fosters long-lasting change.
- Helps the coachee improve performance
- Is a process of reflection and individualised training.
- Allows new readings and perceptions.
- Is confidential.
- Facilitates the generation of self-knowledge.
- Enables people to work to their maximum potential and to develop professionally. (Cris Bolívar, 2001)©

### VIRTUAL COACHING: ADVANTAGES

- It can be an excellent **complement to face to face coaching**.
- It can **overcome obstacles** of time and distance.
- It **reduces coaching costs**.
- It is open to **coachees from various levels** in the company hierarchy, not just to those in managerial positions.
- It allows greater **confidentiality**.
- It is **easily combined with e-learning**, creating positive synergy.
- In e-learning programmes it enables **attitudinal and emotional factors** to be addressed with greater success.
- It fosters **analysis and reflection**.
- It allows for **more agility in the process**.
- ...

(Cris Bolívar, 2001)©

### THE PROFILE OF THE VIRTUAL COACH

- Trustworthy.
- Respectful.
- Goal oriented. Positive.
- Expert.
- Understanding.
- Clear.
- Capacity for synthesis.
- Good at reaching consensus.
- Responsible.
- Challenging.
- Great capacity for active listening.
- Assertive.
- Visionary, far-sighted and anticipatory.
- Empathic.
- Capable of analysis.
- Political conscience.
- Service oriented.

#### And “virtually”:

- Expertise in verbal communication, especially written.
- Interest in and knowledge of new technology.
- Understands the environment, which is different to face to face.
- Knowledge of “netiquette”.
- Creativity.
- Highly proactive.
- Capacity for innovation.

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- Flexibility.
- Courage.
- Vision of the future.
- Enthusiastic and dynamic.
- Interested in constant improvement and a great capacity for learning.
- **Has high e-EI.**

*(Cris Bolívar, 2001)©*

### **e-EI: DEFINITION**

- **The term emotional intelligence** refers to the capacity to acknowledge our own feelings and the feelings of others, to motivate ourselves and to appropriately deal with the relationships we have with ourselves and others.
- **e-EI would be the concept of emotional intelligence as applied to virtual environments, where certain skills are especially relevant.**

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### **e-EI SKILLS**

- **Self-knowledge:**
  - Knowledge of our own internal states, our resources and our intuitions.
  - Knowledge of oneself in virtual relationships.
  - Having a basic knowledge of our values and aims.
- **Self-control:**
  - Adaptability: Flexibility in dealing with change.
  - Appropriately handling multiple demands, reorganising priorities and adapting oneself quickly to change.
  - Innovation: Feeling comfortable and open with new ideas, foci and information.
  - Acting ethically and irreproachably.
  - Honesty and sincerity, being trustworthy for others.
  - Fulfilling obligations and promises.
  - Tolerating frustration.
- **Self-motivation:**
  - Initiative: Acting promptly when necessary.
  - Optimism: Persistence in achieving objectives in the face of obstacles and setbacks.
  - Being results oriented and possessing a high degree of motivation to achieve aims and comply with demands.
- **Empathy:**
  - Being sensitive and understanding others' points of view.
  - Capacity for observing the elements involved in a virtual environment: messages, response time, style, interactions.
  - Being able to read emotions 'between the lines'.
  - Knowing how to express emotion in a virtual environment.
  - Supplying the necessary help disinterestedly.
- **Social skills:**
  - Giving clear, brief, convincing messages, especially written ones.
  - Ability to lead and to spur passive environments into action.
  - Collaborating and sharing plans, information and resources.
  - Fostering a friendly, co-operative environment.
  - Finding and fostering opportunities for collaboration.
  - Establishing links: forge instrumental relationships.
  - Cultivating and maintaining large informal networks.
  - Forging mutually beneficial relationships.

*(Cris Bolívar, 2001)©*

## THE VIRTUAL COACHING ENVIRONMENT

INTERACTIVITY	VOICE	IMAGE
CHAT	SECURITY	CONFIDENTIALITY
24 X 7 / STABILITY	ACCESSIBILITY	SPEED
INFORMATION	PERSONABLE	SIMPLE
ECONOMICAL	MODULAR	CLIENT ORIENTED