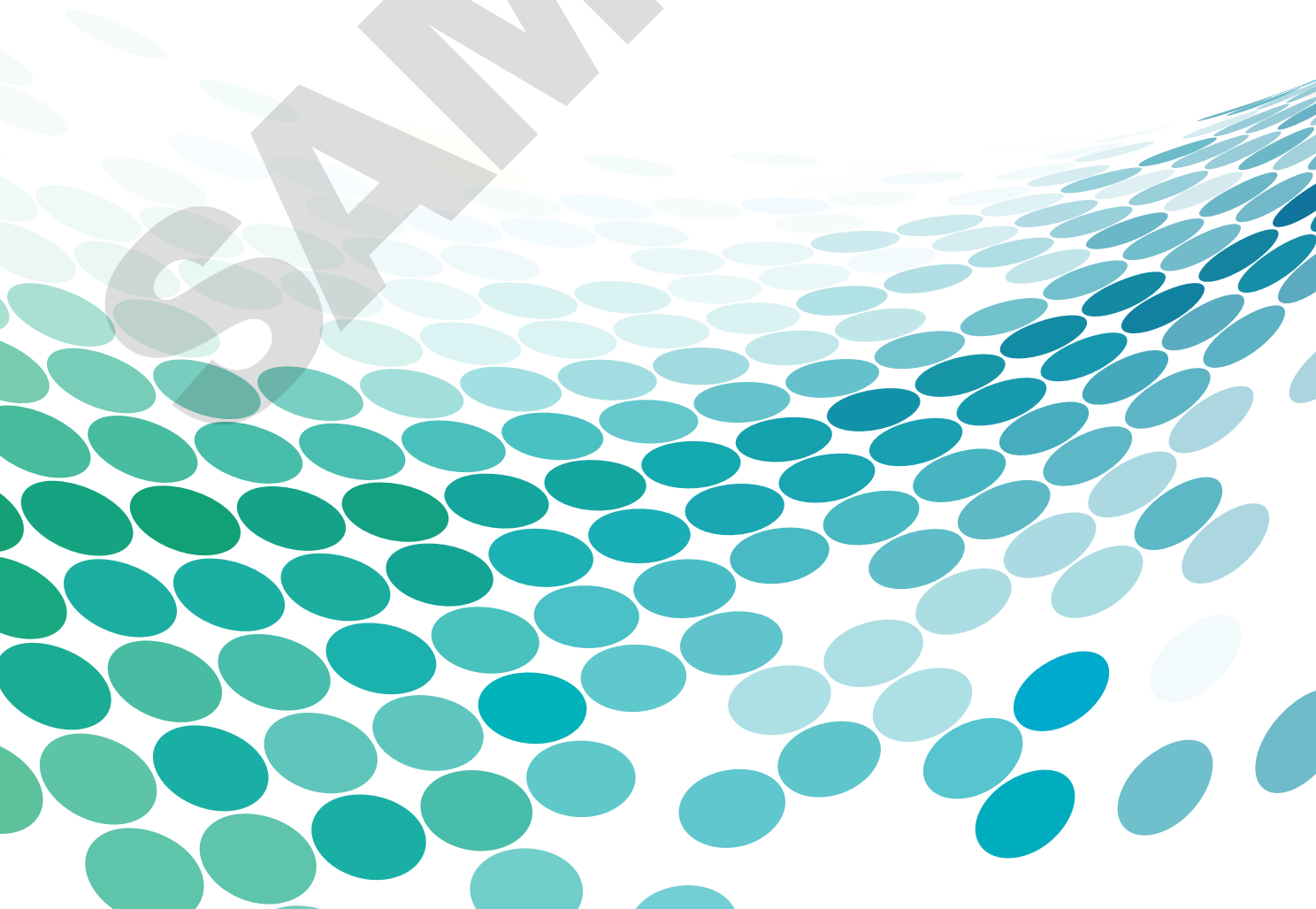

COACHING ESSENTIALS®

SAMPLE



My Natural Tendencies

The most effective leaders have a coaching mind-set and coach their team members so they become self-reliant and capable of solving their own problems.

NATURAL TENDENCIES	COACHING MIND-SET
Telling people what to do	▶▶▶ Asking what needs to be done or brainstorming options
Being competitive	▶▶▶ Collaborating and seeking alignment
Blaming others when things go off track	▶▶▶ Being a model of taking responsibility
Making assumptions	▶▶▶ Checking in when something seems off
Solving problems	▶▶▶ Helping others solve problems
Doing the work myself	▶▶▶ Developing others so they can do the work
Taking credit myself	▶▶▶ Giving credit where credit is due
Focusing totally on work	▶▶▶ Living a balanced life
Withholding timely feedback	▶▶▶ Giving feedback daily and seeking input from others
Using one leadership style with all people	▶▶▶ Adapting your leadership style to meet others' developmental needs



How might adopting the coaching mind-set help you be more effective?


Formal and Informal Coaching

Formal Coaching

Formal coaching occurs during One on One conversations or at other times when meetings are scheduled and coaching is expected.

Informal Coaching

The coaching process and skills are useful in the brief, spontaneous interactions you have with people on a day-to-day basis.



It's not about how much
time coaching **takes**.

It's about coaching in the
time you have.

The Coaching Process



Coaching is a deliberate **process** using focused **conversations** to create an environment that results in accelerated **performance** and **development**.

Practice the Process

Before	Plan	<ul style="list-style-type: none"> Consider your intent for the conversation and the desired impact 	How can I be of service?
	Connect	Build trust and positive relationships <ul style="list-style-type: none"> <input type="checkbox"/> Greet the person <input type="checkbox"/> Express interest in the person <input type="checkbox"/> Show that you care 	Am I interested and do I care?
During	Focus	Identify topics and goals <ul style="list-style-type: none"> <input type="checkbox"/> Set the context for the conversation <input type="checkbox"/> Narrow down and discuss the key focus area(s) <input type="checkbox"/> Confirm priorities 	Did we confirm the specific focus?
	Activate	Collaborate to develop a plan for action <ul style="list-style-type: none"> <input type="checkbox"/> Gather ideas from the person and consider options <input type="checkbox"/> Prioritize action steps <input type="checkbox"/> Specify what is needed to move forward 	Did we identify the specific actions to be taken?
	Review	Clarify agreements and discuss accountability <ul style="list-style-type: none"> <input type="checkbox"/> Ask for a recap of actions and commitments <input type="checkbox"/> Confirm timelines, including follow-up meetings <input type="checkbox"/> Reflect on what was learned or useful 	Are there clear agreements that include timelines?
After	Reflect	<ul style="list-style-type: none"> Identify what you learned that will be useful moving forward If your intent and impact were different, take action to make corrections 	How will I make future conversations more effective?

The Essential Skills

Four specialized communication skills are used within the framework of the coaching process.

Listen to
Learn



*Listen with the intent
of being influenced*

Inquire for
Insight



*Ask questions that
draw out ideas*

Tell
Your Truth



*Share relevant
information*

Express
Confidence



*Build self-assurance
and enthusiasm*

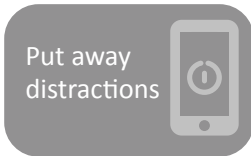
Listen to Learn



Listen with the intent of being influenced.

Be Present and Focused

Pay conscious attention to all that is being communicated.



- Be aware of nonverbal cues such as tone of voice, posture, eye movements, physical gestures, and facial expressions
- Withhold judgment or personal beliefs and opinions so you can be open to new ideas and perspectives

How might Bella have behaved differently if she had been present and focused?

What was the unintended impact of Bella not being present and focused?

What keeps you from being present and focused?



Aim for Powerful Questions



Provoke Thinking	Shift Perspective	Check Assumptions	Challenge Beliefs
<i>What's important about that for you?</i>	<i>How might this look from our customers' perspective?</i>	<i>What assumptions are you making?</i>	<i>How else could you interpret the situation?</i>

As you listen, jot down the most powerful questions.

Tell *Your Truth* Test

1. Do I need to say it, or do they need to hear it?	<input type="checkbox"/> It is for myself, so I can feel better	<input type="checkbox"/> It is for them, so they can succeed
2. Will destructive behavior resolve itself if I don't say anything?	<input type="checkbox"/> It is likely to resolve itself	<input type="checkbox"/> It is likely to continue or worsen
3. Could the information help the person succeed sooner?	<input type="checkbox"/> Probably not	<input type="checkbox"/> It could help them avoid issues and obstacles

Don't Tell **Do Tell**

Be willing to **Tell Your Truth** in order to move others forward and help them be **successful**.

—*Madeleine Homan Blanchard*

