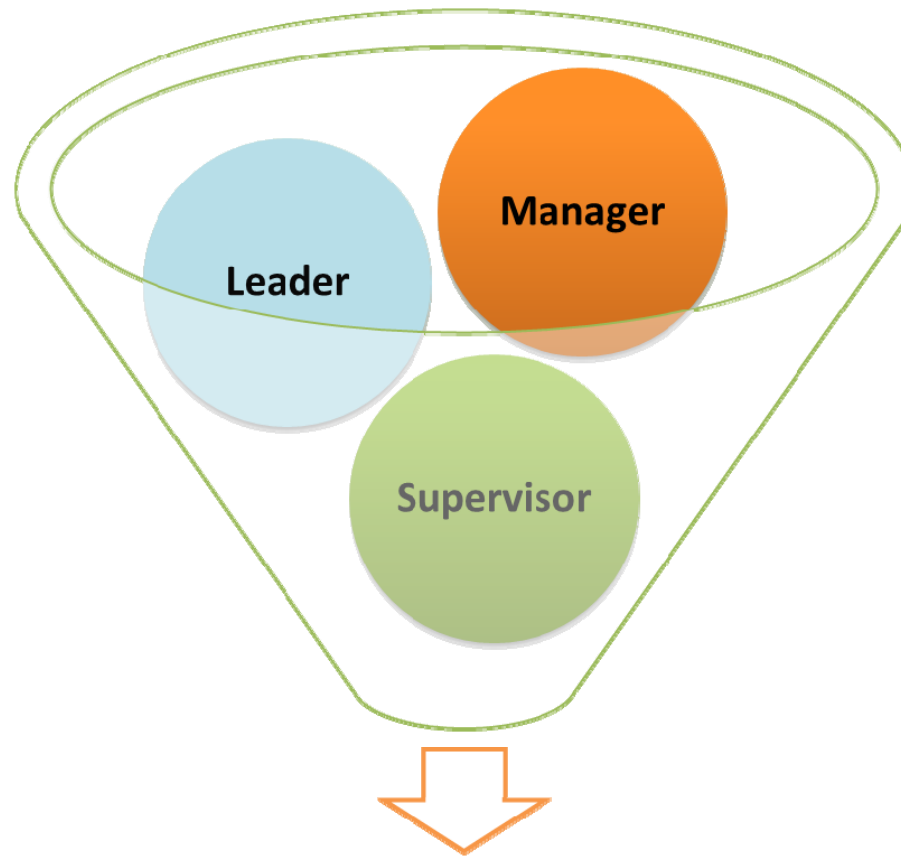

Coaching Skills for Managers and Leaders: Part One



Facilitator: Lupe Poblano
@LupePoblano

Definition of Words



Someone who influences others to get things done

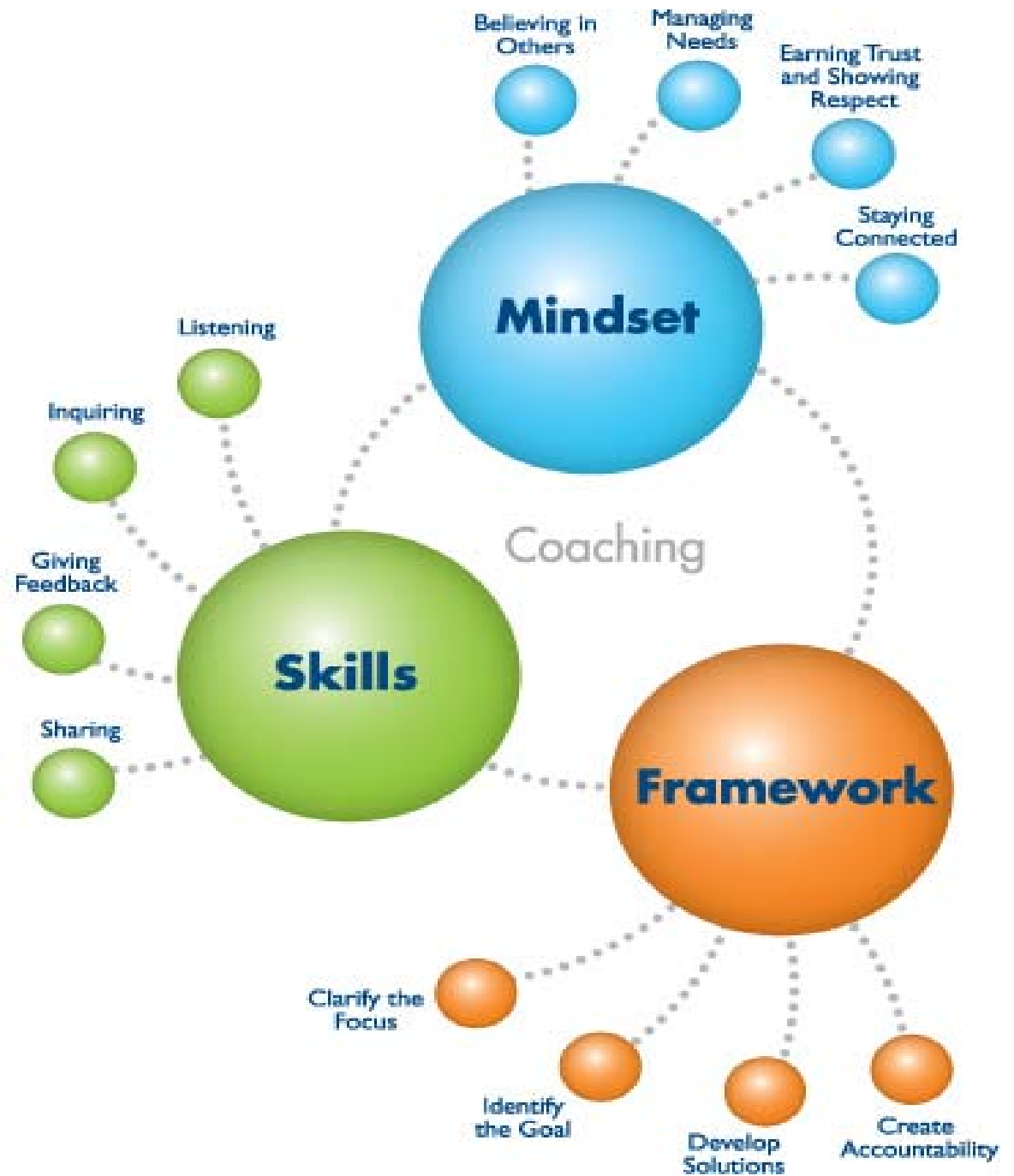
Logistics

- Name tags, Tent cards, Sign In,
- Coffee and water
- Breaks, restrooms
- WIFI – CPGuests
- #CPCoaching
- @LupePoblano
- Manuals and PPT will be sent electronically (PPT and manual are complimentary but don't match)

About CompassPoint

- CompassPoint **intensifies the impact** of fellow nonprofit leaders, organizations, and networks as we achieve social equity together.
- We do this work because nonprofit leaders need **relevant support that builds on their strengths, experiences, and achievements**
- We believe individuals and organizations that **invest in increasing leadership and management capacities** are better poised to achieve **progress toward social equity**

The Model



Impromptu Networking

- Introduce yourself to as many people as possible in 5 minutes
 - Share your name, role
 - Something you want out of this class

Welcome! Introductions (con't)

- Name
- Organization
- Role

Agenda and Objectives

- Understand what coaching is and how to use it on the job
- Learn when to coach
- Explore the coaching mindset
- Learn two key coaching skills
- Learn the coaching framework to enhance your conversations
- Practice coaching (real-play, not roleplay!)



9:30a – 5:00p

AM & PM break

Lunch @

12:00p – 1:00p

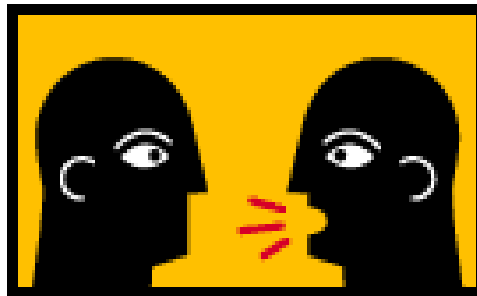
Workshop Agreements



- ✓ On time every time
- ✓ Participate fully
- ✓ Step up, Step up
- ✓ Stay real
- ✓ Confidentiality
- ✓ Silence technology
- ✓ Anything else?

Exercise: Instructing - Facilitating

1. The coach will ask: “**What challenge or opportunity do you face right now?**”
2. The coach will listen for 30 seconds.
3. When the chime sounds, the coach will **tell** the person being coached what to do to fix the situation.
4. I’ll tell you when it’s time to switch roles.



Exercise: Instructing - Facilitating

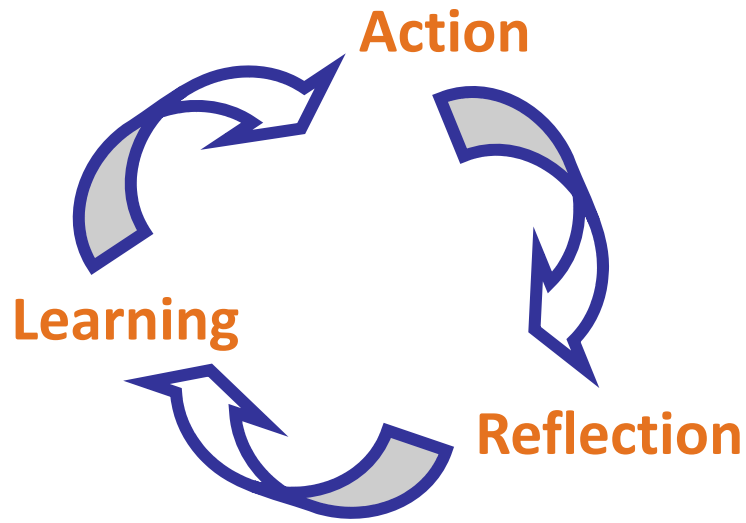
1. Now, the coach will ask: “What challenge or opportunity do you need to face right now?” Wait a minute then **ONLY ASK QUESTIONS** to help the person being coached to think about what they want to do with their situation.
2. When coaching simply ask the person being coached the following:
 - What’s most important for you to pay attention to?**
 - What do you mean by that?**
 - What are you really saying?**
 - What have you not yet done that might be helpful?**
 - What’s next? What else?**
3. I’ll tell you when it’s time to change roles

Coaching is...

A process of supporting individuals to make more conscious decisions.

The ultimate goal of coaching is to help someone move to a new action or behavior while learning, growing and developing.

Coaching Creates Space for Reflection & Learning



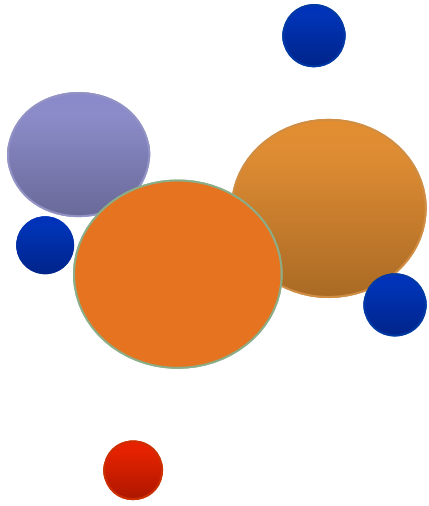
...and helps move a person from awareness into action.

“Coaching is unlocking a person’s potential to maximize their own performance. It is helping them to learn rather than teaching them.”

- John Whitmore

What Coaching is Not

~~Mentoring~~
~~Training~~
~~Consulting~~
~~Therapy~~



Demo

The Ultimate Role of a Supervisor

The supervisor's overall role is to communicate organizational needs, oversee employees' performance, provide guidance, support, identify development needs, and manage the reciprocal relationship between staff and the organization so that each is successful.

Manager/Leader as Coach

As a supervisor you:

- Set expectations & goals
- Determine standards
- Assess progress
- Give feedback
- Maintain workflow
- Evaluate development

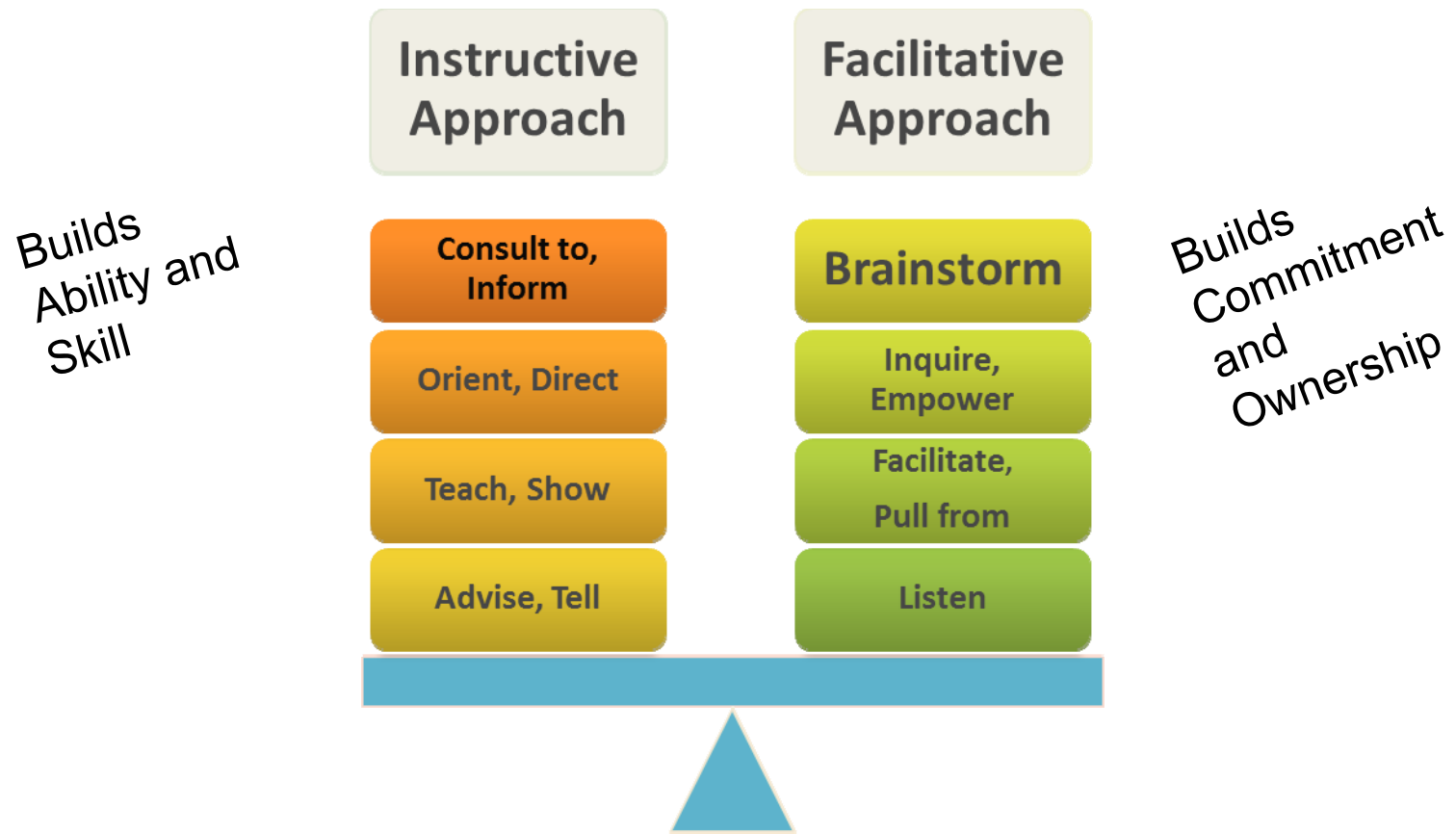
When managers focus exclusively on results, they miss opportunities to support learning & development of individuals they manage.

Opportunities to Coach

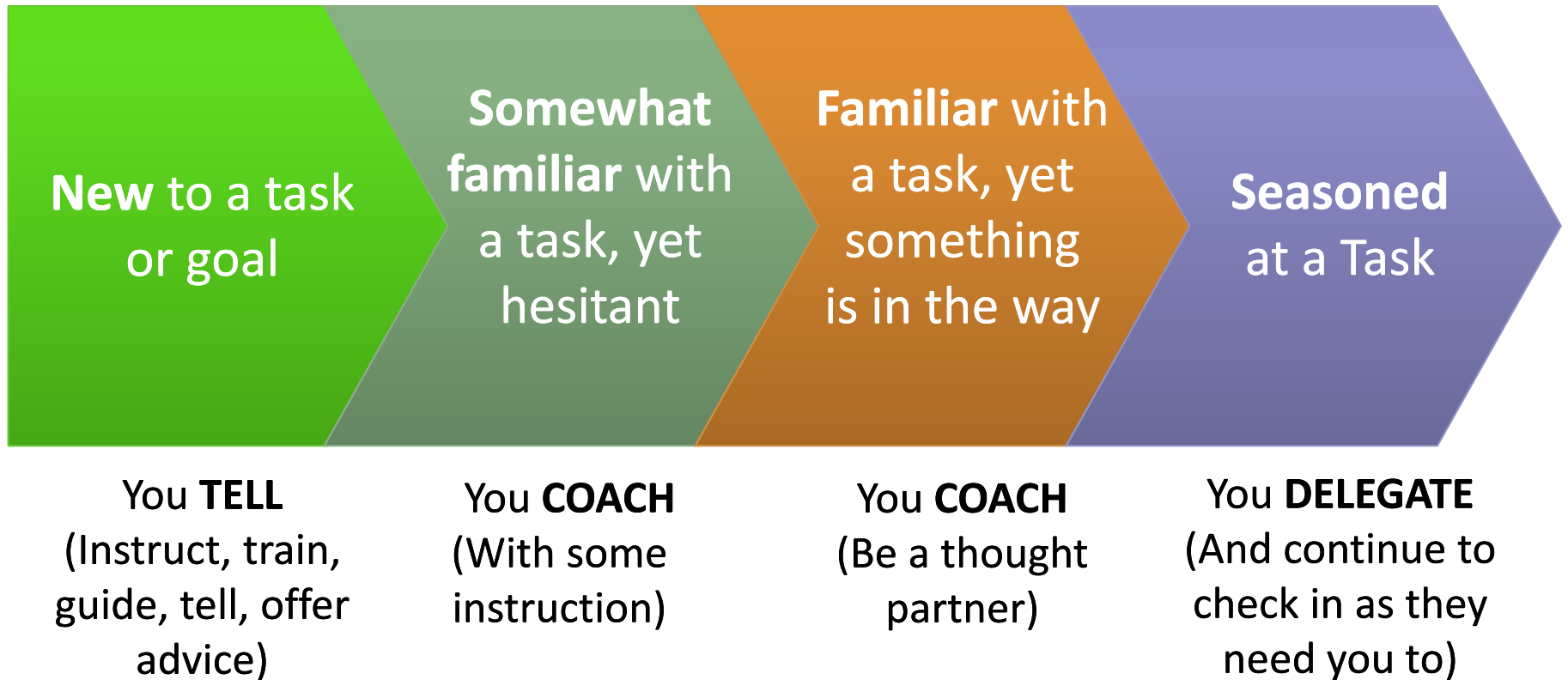
Coaching opportunities are EVERYWHERE!

- Informal Coaching
- Formal Coaching

Key Manager Behaviors



When to Coach



Mindset

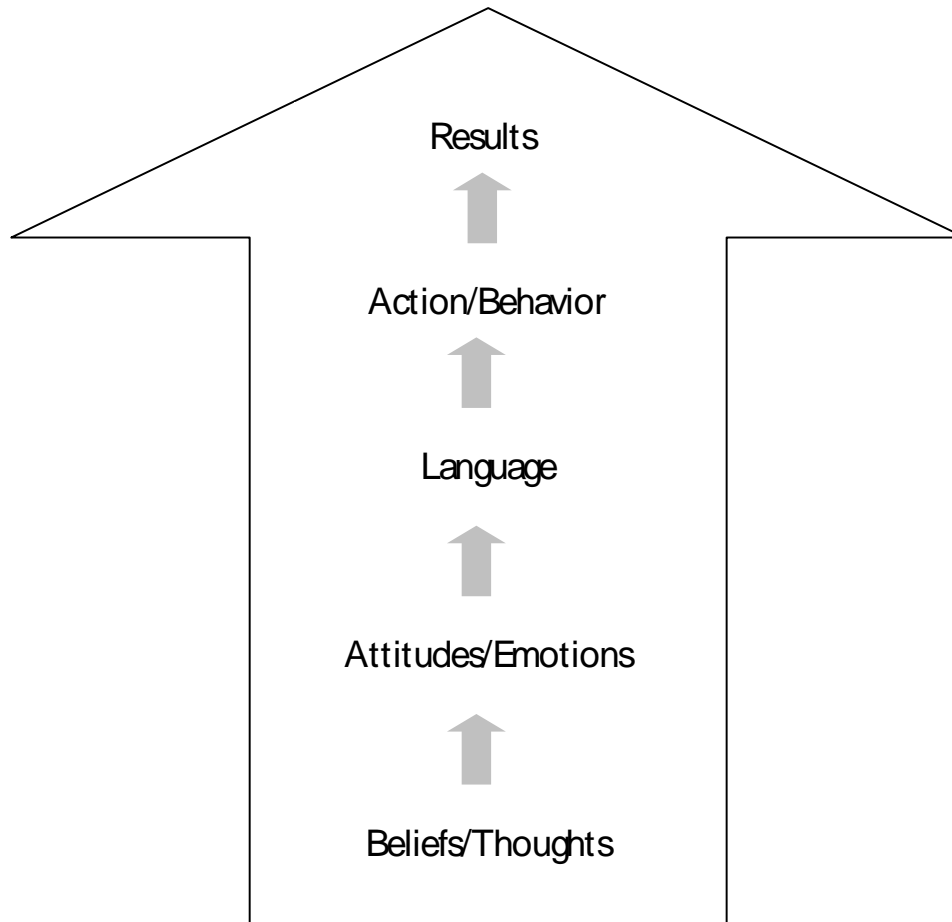


Coaching Mindset

Group Exercise:

- Count off to form 4 groups, one for each element of Mindset
 - Believing in others
 - Managing needs
 - Earning trust and showing respect
 - Staying connected
- In your groups, discuss what this element means and why it is important

Believing in Others





Empty vessel?

Believing in others



Before You Coach

Ask yourself:

- Do I really believe this person has what it takes?
- Can I suspend any negative beliefs I have about this person?
- Do I stick to the facts as I coach this person?
- Am I able to clear my mind of any history this person and I have had?

Managing Needs

- Aligning Needs
- Managing Emotions
- Setting the Agenda

Earning Trust & Showing Respect

Think of a manager or leader you really trusted.

- What did they do to earn your trust?
- In what ways did respect and credibility play a part?

Now think of someone you manage...

- Assess the level of trust and respect that exists between you.
- What could you do to increase it?

Staying Connect with our Words

BUT

AND

The Coaching Skills

