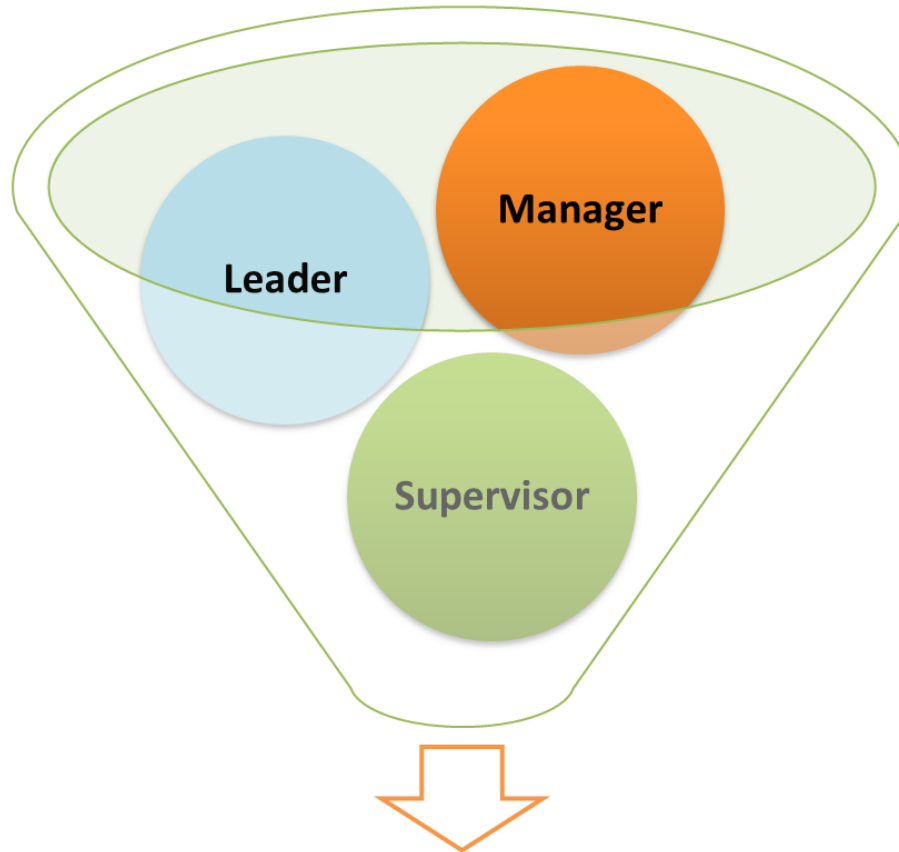

Coaching Skills for Managers and Leaders: Part One



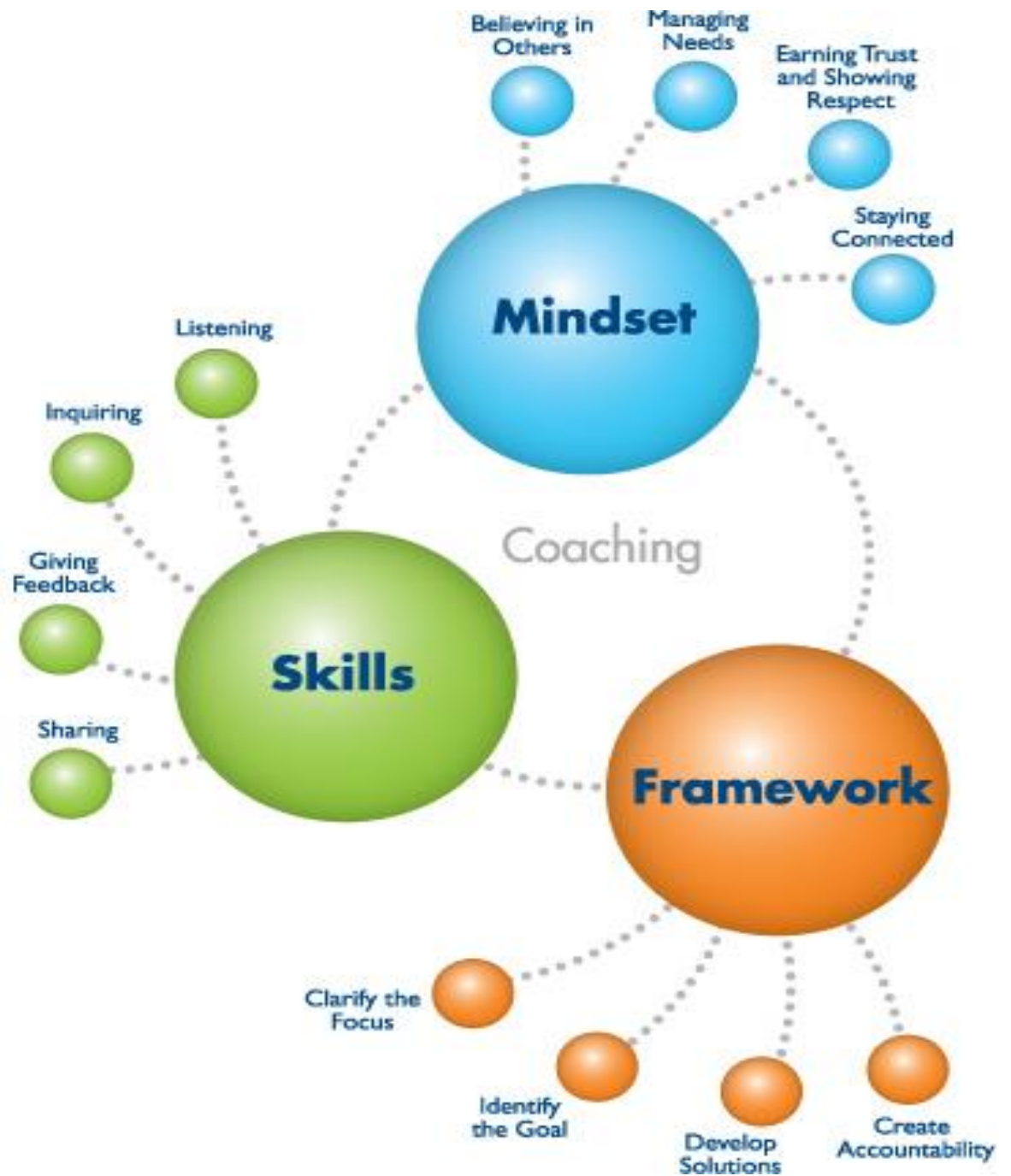
Facilitator: Alicia Santamaría

Definition of Words



Someone who influences others to get things done

The Model



Introductions

- Introduce yourself to as many people as possible in 5 minutes
 - Share your name, role
 - Something interesting about you that we wouldn't know
- In large group: Something you want out of this class

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 @

12:15p – 1:15p

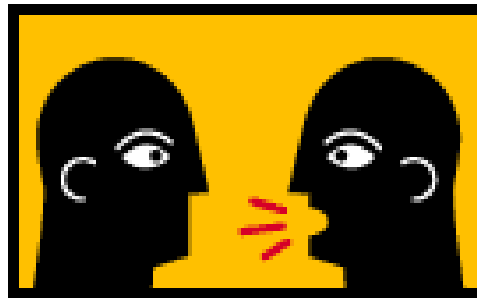
Workshop Agreements



- ✓ On time every time
- ✓ Participate fully
- ✓ Move up, Move 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 1 minute.
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

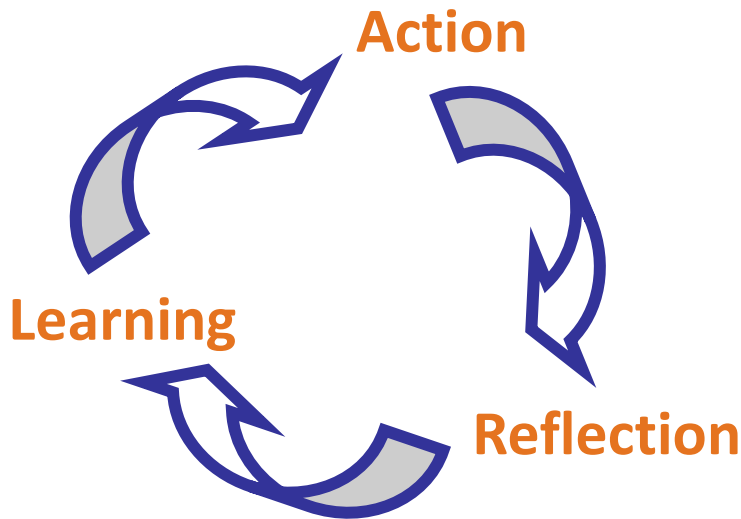
1. Now, the coach will ask: “What challenge or opportunity do you need to face right now?” Wait a minute then **ONLY ASK QUESTIONS** to help the person being coached to think about what they want to do with their situation.
2. When coaching simply ask the person being coached the following:
 - What’s 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



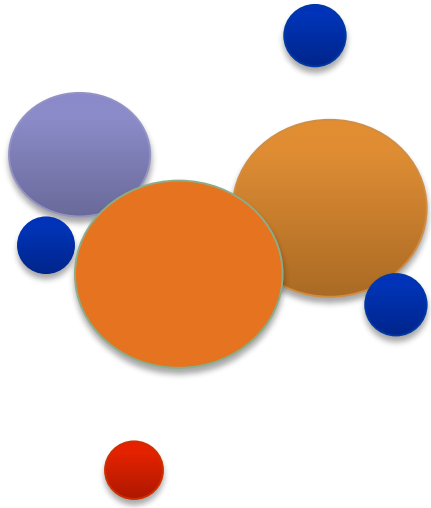
...and helps move a person from awareness into action.

“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

Manager/Leader as Coach

As a supervisor you:

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

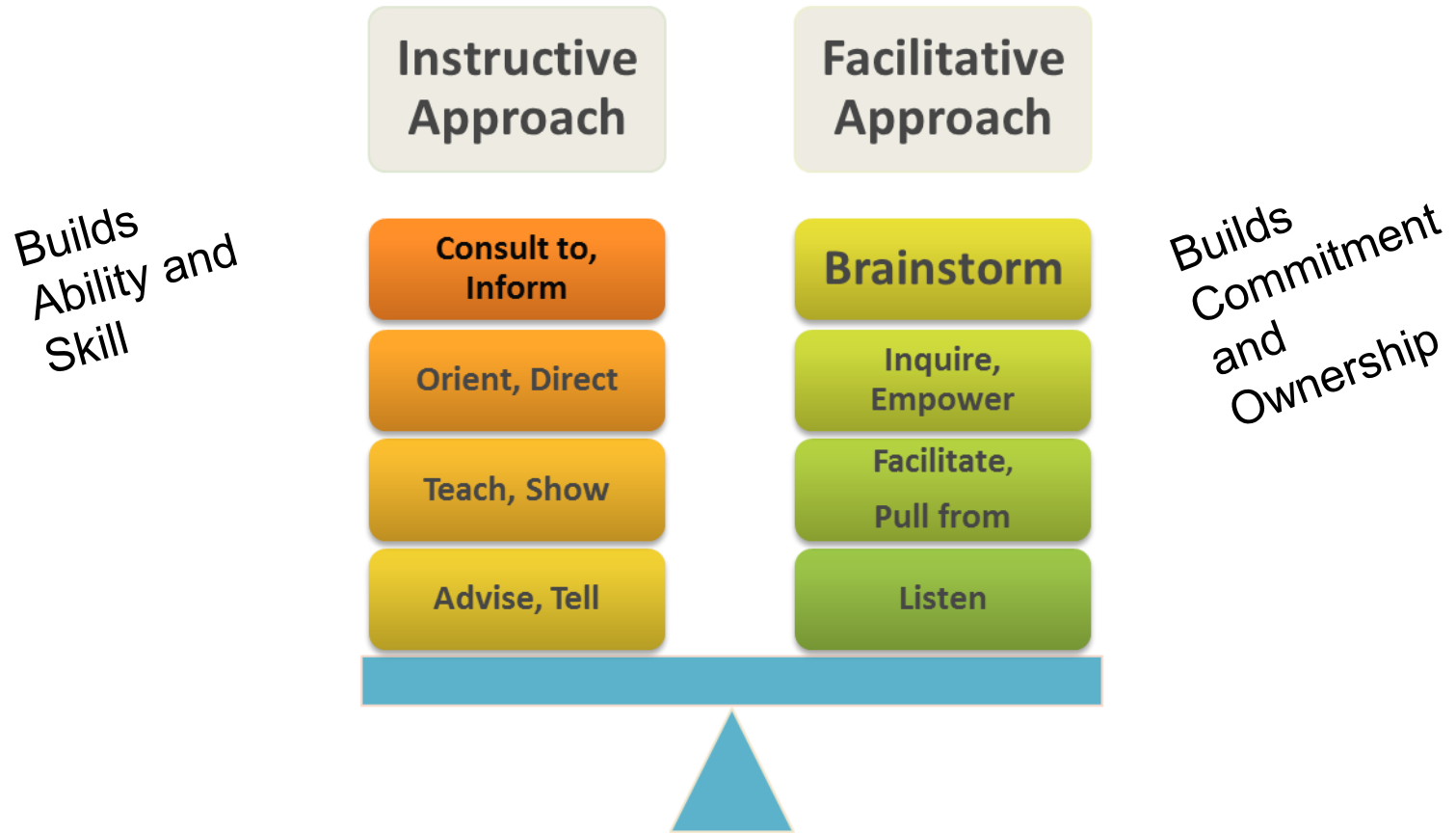
When managers focus exclusively on results, they miss opportunities to support learning & development of individuals they manage.

Opportunities to Coach

Coaching opportunities are EVERYWHERE!

- Informal Coaching
- Formal Coaching

Key Manager Behaviors



When to Coach



New to a task
or goal

Somewhat
familiar with
a task, yet
hesitant

Familiar with
a task, yet
something
is in the way

Seasoned
at a Task

You **TELL**
(Instruct, train,
guide, tell, offer
advice)

You **COACH**
(With some
instruction)

You **COACH**
(Be a thought
partner)

You **DELEGATE**
(And continue to
check in as they
need you to)

Mindset

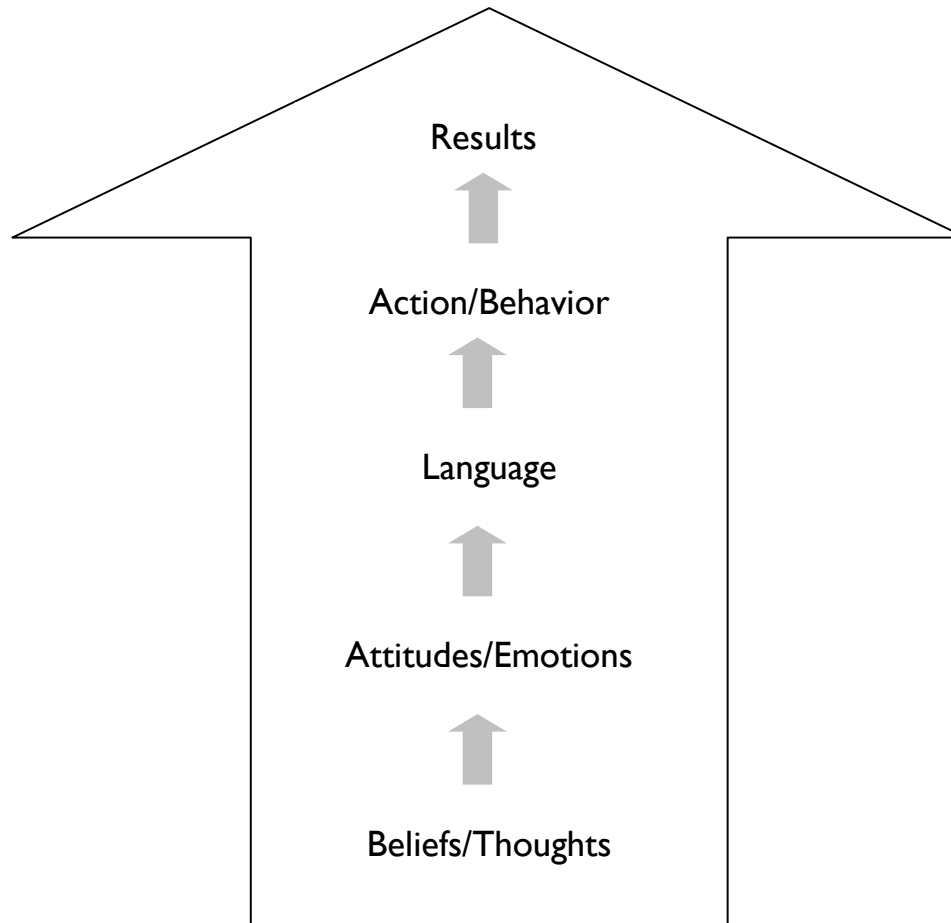


Coaching Mindset

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



Believing in others





...Or empty vessel?

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...

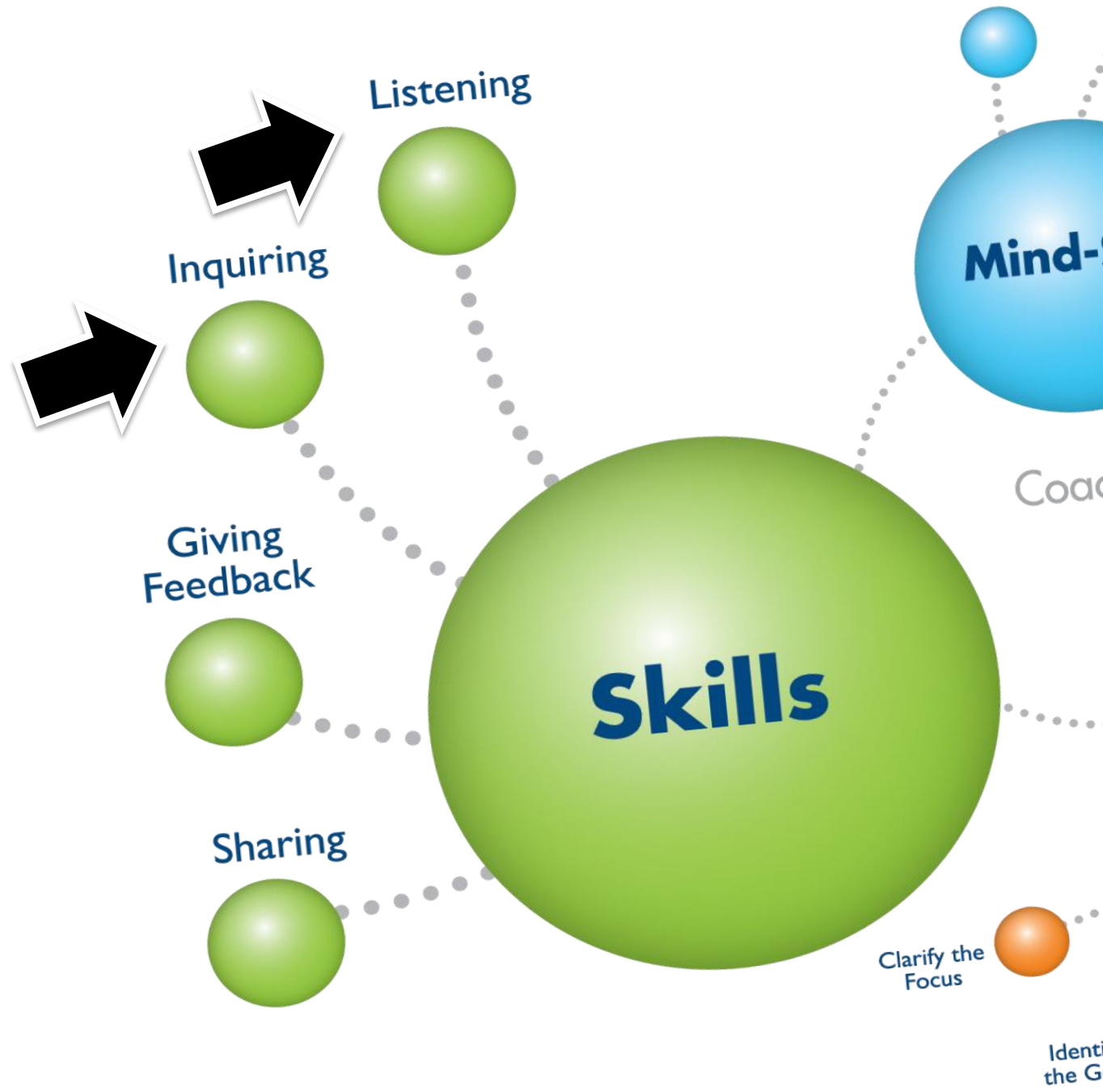
- Assess the level of trust and respect that exists between you.
- What could you do to increase it?

Staying Connecting with our Words

BUT

AND

The Coaching Skills



Four Kinds of Listening

**I can see your
lips moving but
all I hear is**

blah, blah, blah....

Superficial Listening

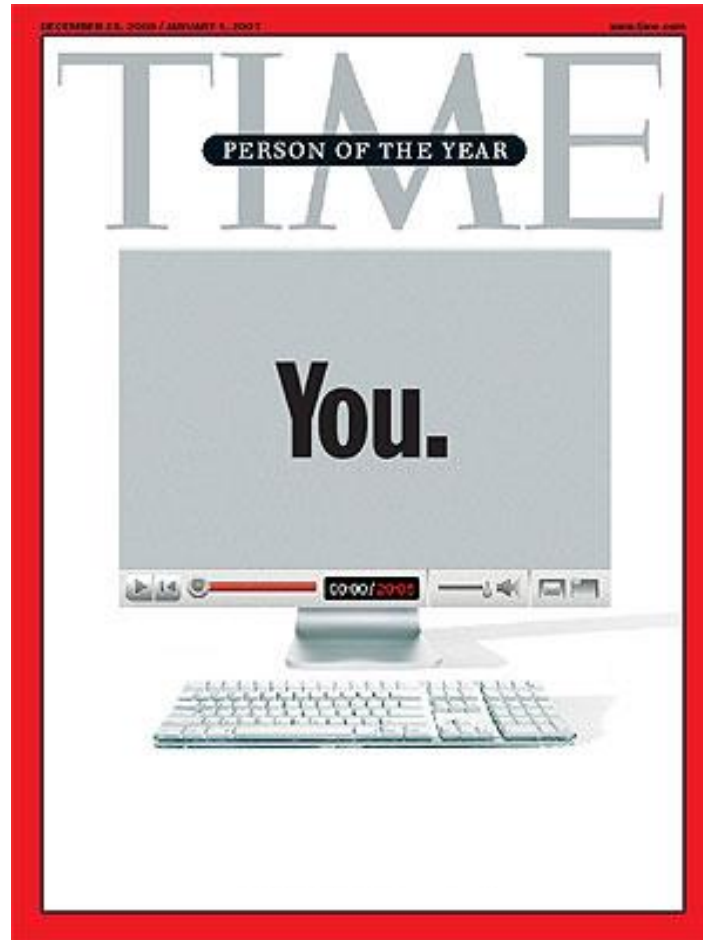


**Self-Referential
Listening**



Fix-It Listening

Engaged Listening



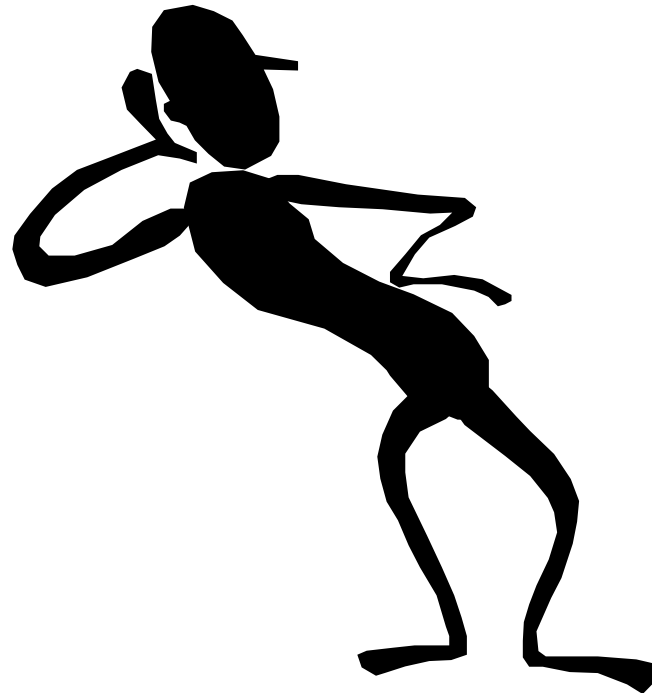
Exercise: Engaged Listening

Speaker: What do you most love about your work?

Coach: Practice listening at the deepest level
(engaged listening)

Say nothing!

Be silent but engaged.



Exercise Debrief

- What was it like to listen silently and engaged?
- What is it like to be listened to in such a manner?
- What will you need to do to improve your quality of listening to impact those you listen to?



W.A.I.T.

Why Am
I
Talking?



Inquiry



90%

OPEN

What.....

How.....

Who.....

When.....

Where....

Which.....

9%

CLOSED

Is...

Can...

Did...

Will...

Have...

1%

WHY

Why...

Why...

Why...



O/C Split

Re-thinking Questions

Closed-ended Question

Open-ended Question

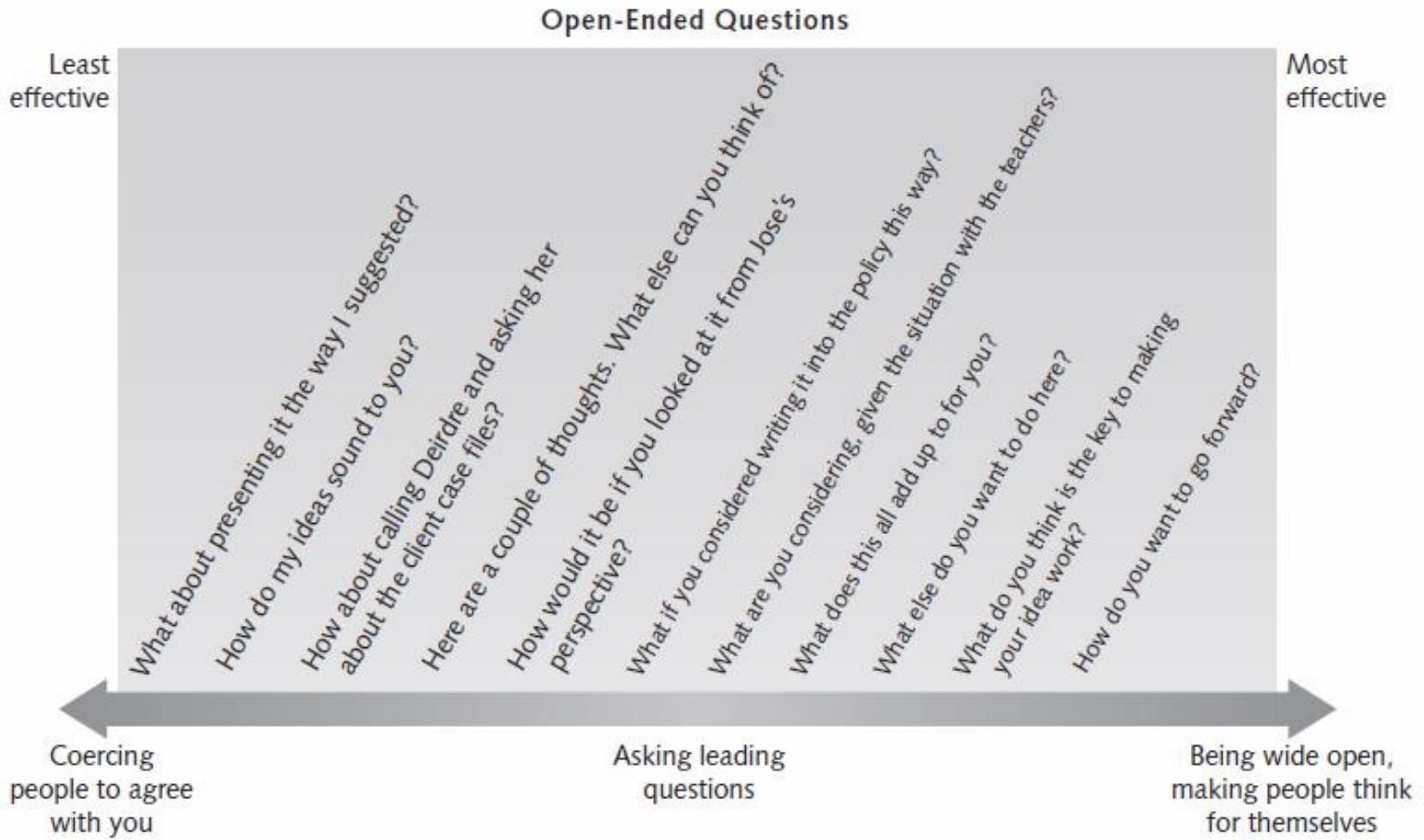
Do you understand what I'm saying?

Were you frustrated?

Have you tried doing it like this?

Is it possible?

Open-Ended Questions Continuum



Exercise: Open-Ended Questions

- **Speaker:** Share a best moment in your professional or personal life. A peak experience: a time when you were feeling confident and challenged in a good way.
- **Coach:** Use open-ended questions to help draw the story out of the speaker. Ask questions that enable the speaker to go deeper into their experience and perhaps have a new learning or discovery.

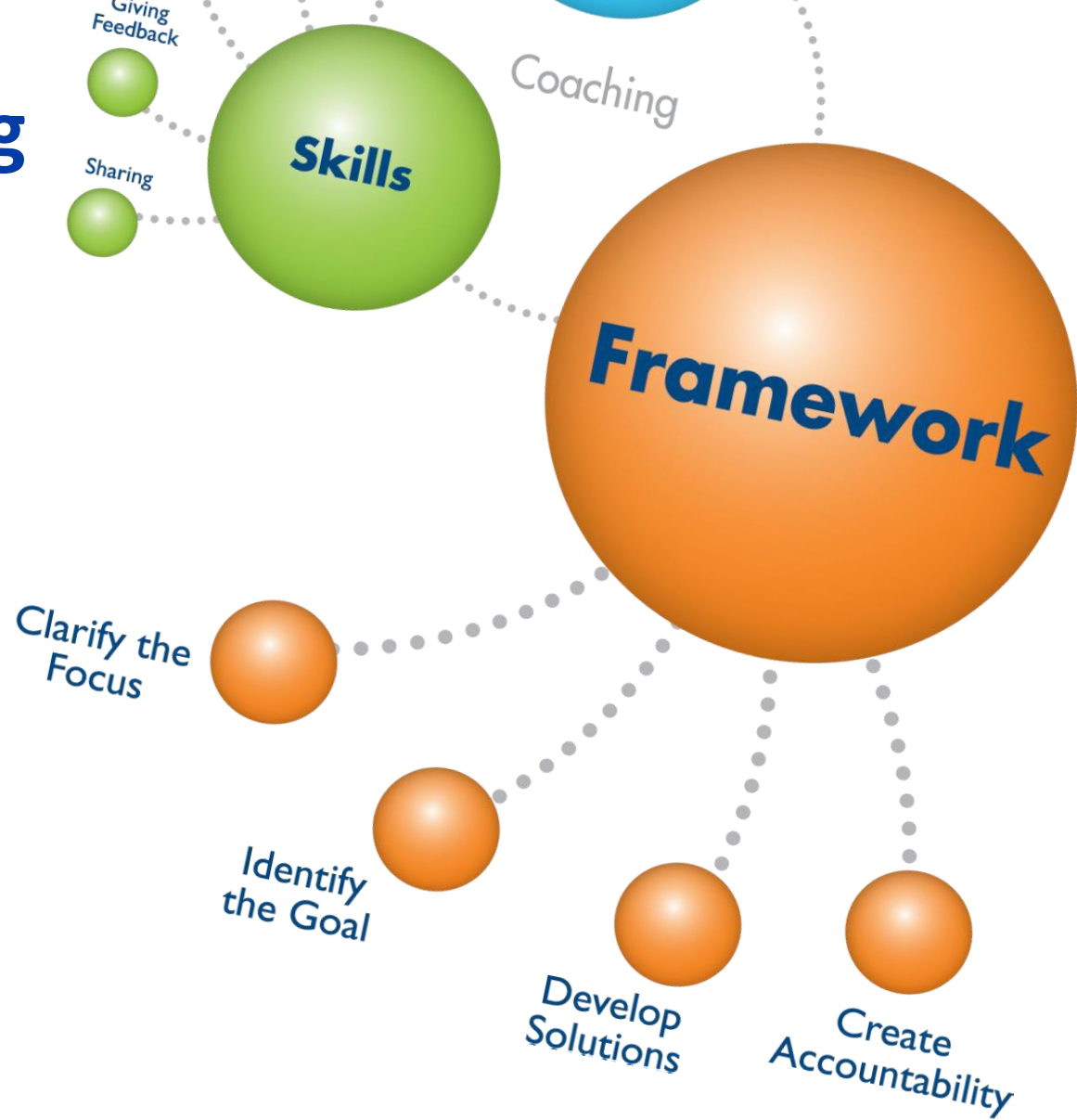
Back-Pocket Questions

- What is one of your favorite questions to ask?
- What is one question you want to add to your back pocket?

Questions of Last Resort

- ▶ They say, “I don’t know”.
You say, “what do you know?”
- ▶ You don’t know what to ask.
Ask: What is the big question we should ask right now?
- ▶ They are pushing back.
You ask: If you were in my shoes right now, what would you ask of you?

The Coaching Framework

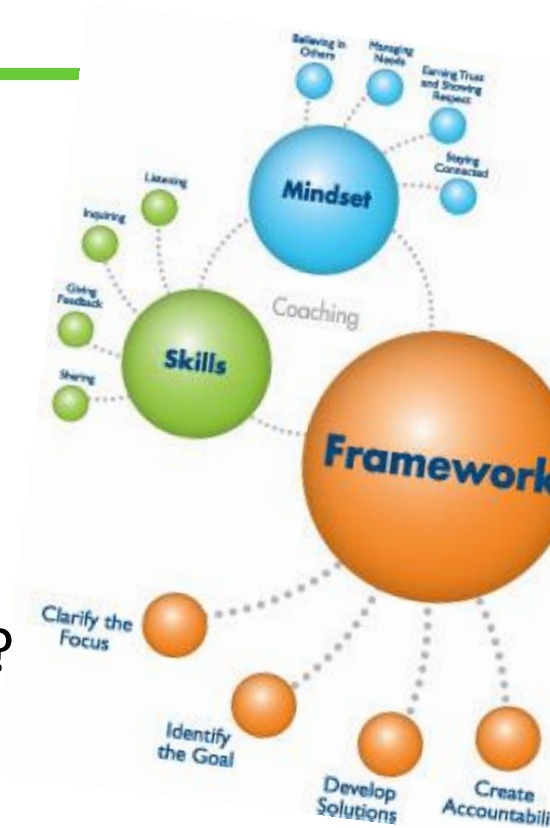


Clarify the Focus

Get to the point.

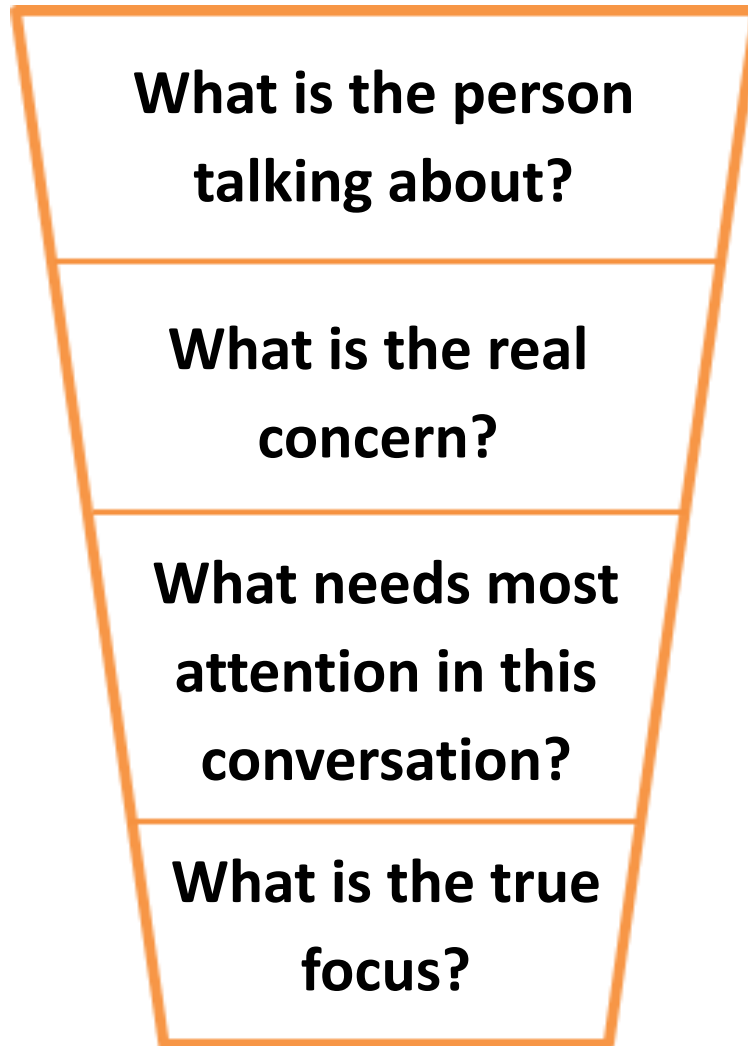
Take time listening to understand a person's current reality and help him think about what she is trying to achieve.

- What do we really need to talk about?
- What do you want from this conversation?
- What should we be talking about that will help this situation?



What's most important?

The Process of Clarifying



What are you coaching?

Info

- Knowledge
- Data

Skill

- Competence
- Capacity

Tools

- Templates
- Systems

Attitude

- Confidence
- Motivation

Support

- Partners
- Relationships

Personal

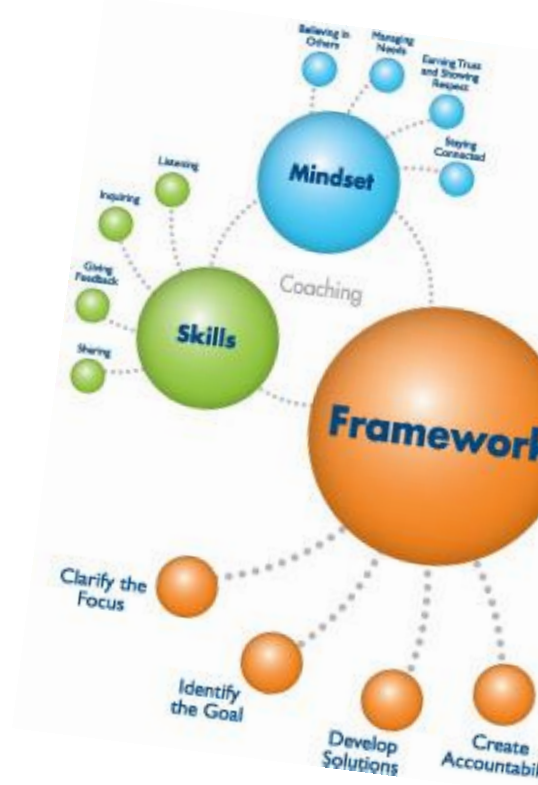
- Life issues
- Events

Identify Goals

Know where the conversation is heading.

Identify the end goal before going to solutions. Once you both have a clear picture of where the person is now (point A) and where they are heading (point B), only then is it time to problem solve.

- What are you really aiming for?
- What does success look like?
- What is the end result?



What's the goal you are aiming for?

Moving from Point A to Point B

Point A	Point B
My reports don't get in on time	My reports are in on time every time.
I am concerned about being a new manager	I feel confident in my ability as a manager.
My team members are not getting along very well since the changes.	I'm leading a collaborative team that makes good things happen even during change.
I lose people when I talk about the educational resource program	I keep people engaged, even when giving people the fine details of the educational resource program.

Develop Solutions

What is needed or required to move from A to B.

Help the person identify options for getting to the end goal or to the next milestone.

Hold your advice.

Think – together – of a path for getting to B.

Use brainstorming.

- What have you not yet tried that will help?
- What stands between point A and B?
- What are your options?



What option is going to work best?

Create Accountability

Gain commitment and ownership.

Review actual steps the person can and will take to progress.

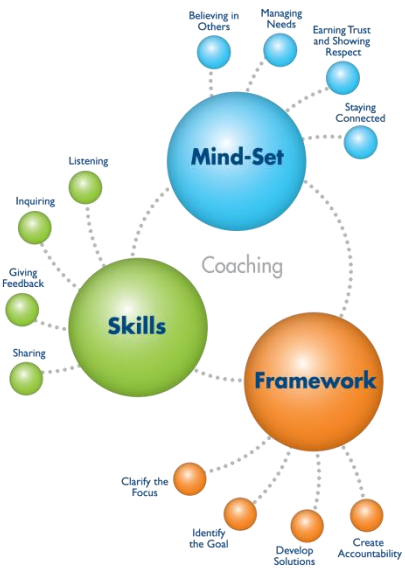
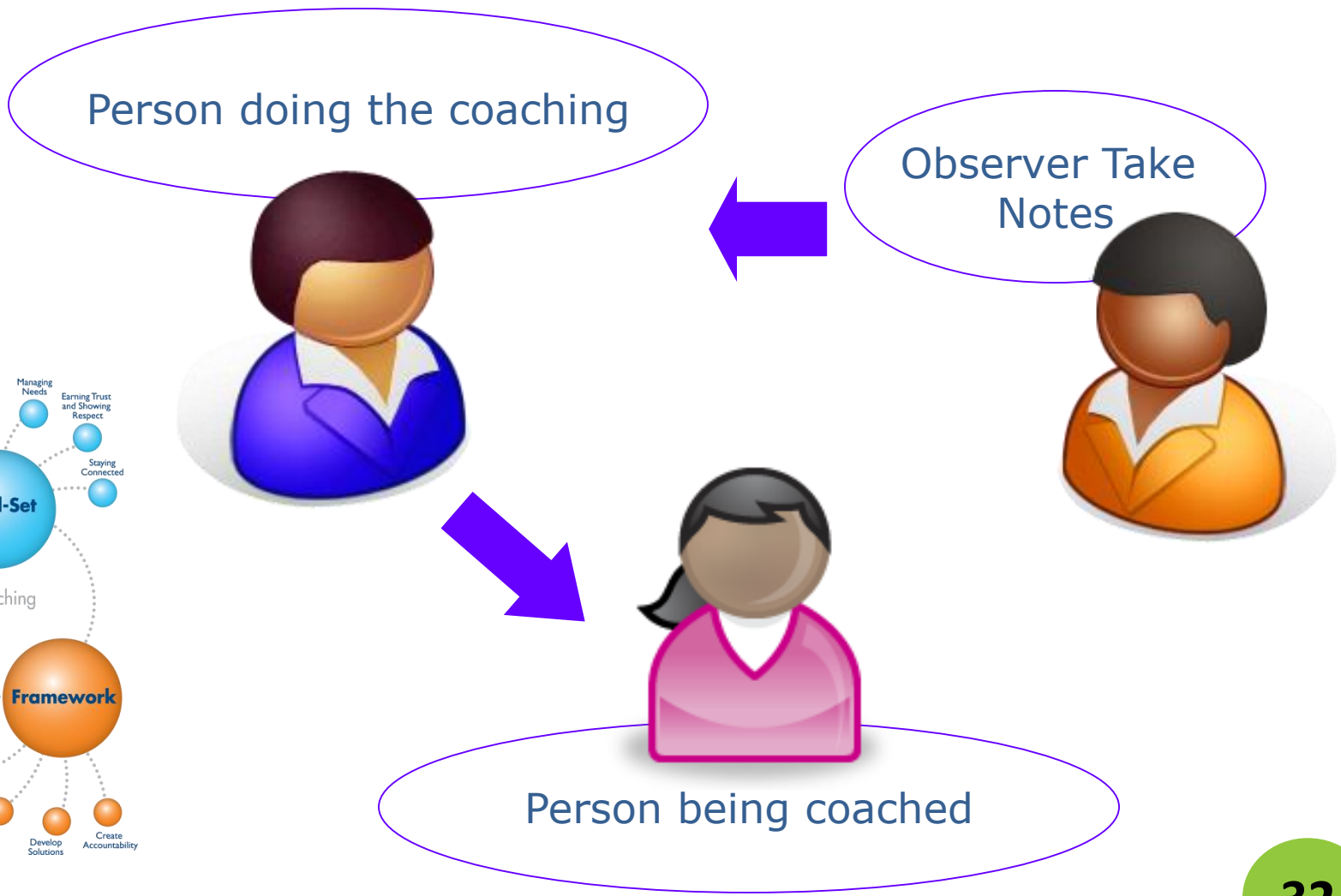
The goal is to gain agreement about what will happen next; and who will do what, by when.

- What are you going to do?
- When will you do it?
- What might have to give to fit this in?



What will you do next?

Inquiry Based Coaching Practice



PRACTICE: Your Turn!

1) Person 1: Coachee

In 1-2 minutes present a goal or challenge you are currently experiencing (e.g. I am struggling with time management, I need to have a tough conversation with someone and I am not sure how to bring it up, I need to develop a new evaluation system and I have no idea where to start).

2) Person 2: Coach

Ask open ended, inquiry-based questions to help the presenter identify solutions and next steps. Coach for 8 minutes.

3) Person 3: Observer

You will observe the conversation. What did you see and hear?
What worked? What else might the coach have asked to move the presenter closer to ideas or action?

Then switch roles

Reflection and Action

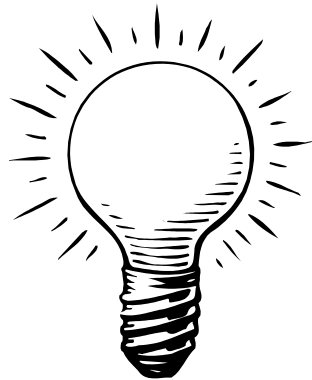
Share with the group:

One brief statement about the most important thing you have learned today or something you are going to try/share.



Final Thoughts

QUESTIONS?



IDEAS?

Want More? Come back for Part Two!

Coaching Skills **Part Two** Agenda:

- Review model and key concepts
- Explore power dynamics in coaching
- Learn 2 key coaching skills:
 - Giving Feedback
 - Sharing
- Explore 4 common coaching challenges
- Practice coaching (real-play, not roleplay!)

Wrap up & Evaluation

- Resources and slides will be emailed after workshop (about a week after the class).
- Please complete your evaluation.
- **My email: alicia@adelantecc.com**

Thank you!

