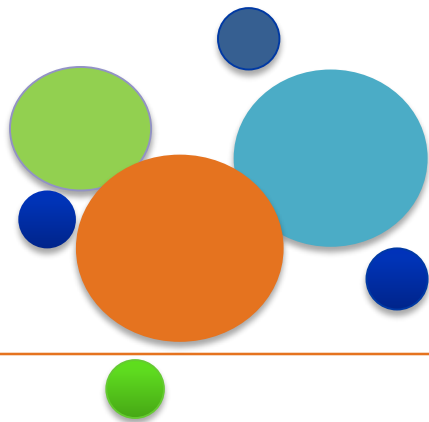
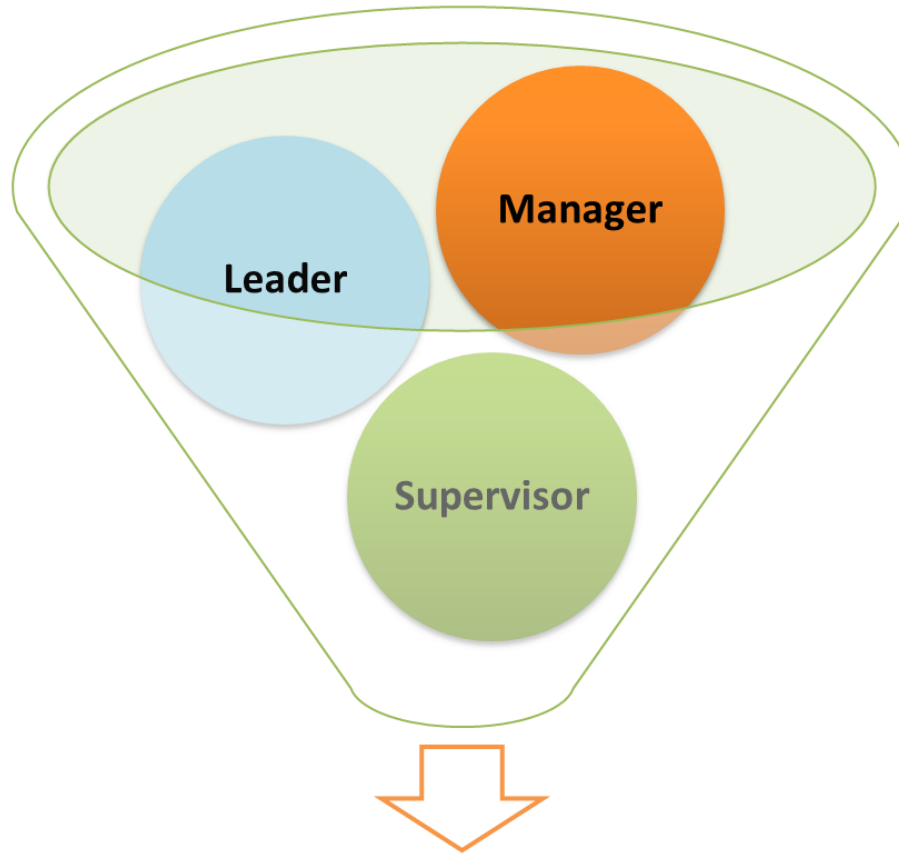

Coaching Skills for Managers and Leaders: Part One



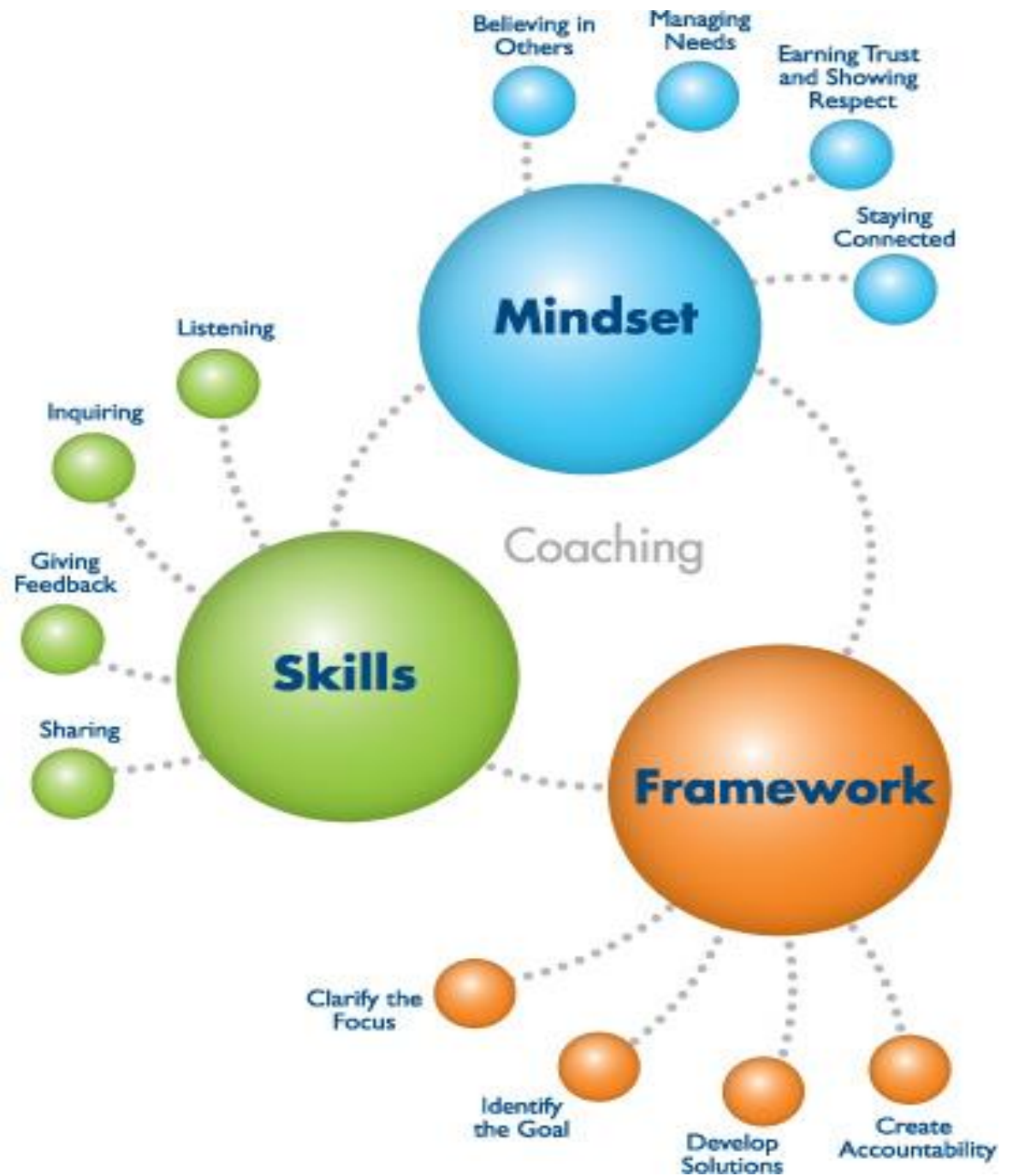
Facilitators:
Steve Lew and Spring Opara

Definition of Words



Someone who influences others to get things done

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
- Pronouns (she/her/hers; he/him/his; they/them/their, etc.)
- 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 @

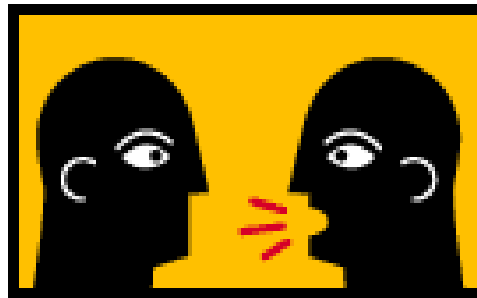
12:00p – 1:00p

Workshop Agreements



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

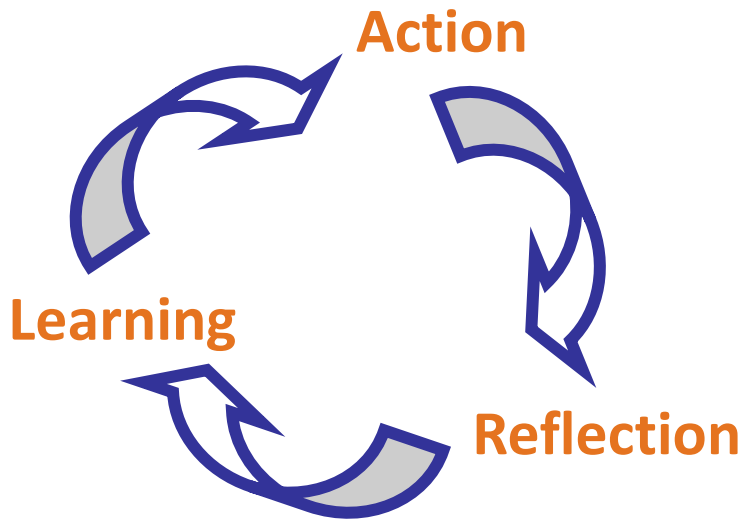
1. Now, the coach will ask: “What challenge or opportunity do you need to face right now?” Wait a minute then **ONLY ASK QUESTIONS** to help the person being coached to think about what they want to do with their situation.
2. When coaching simply ask the person being coached the following:
 - What’s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



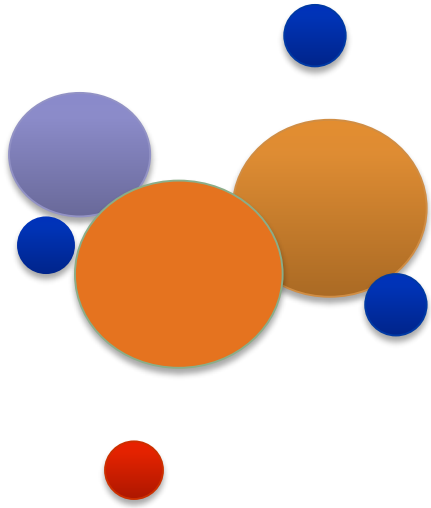
...and helps move a person from awareness into action.

“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

Demo Debrief

Pair Up:

- What did you notice?
- What did you learn?
- What was the impact of the coaching?

Coaching Practice

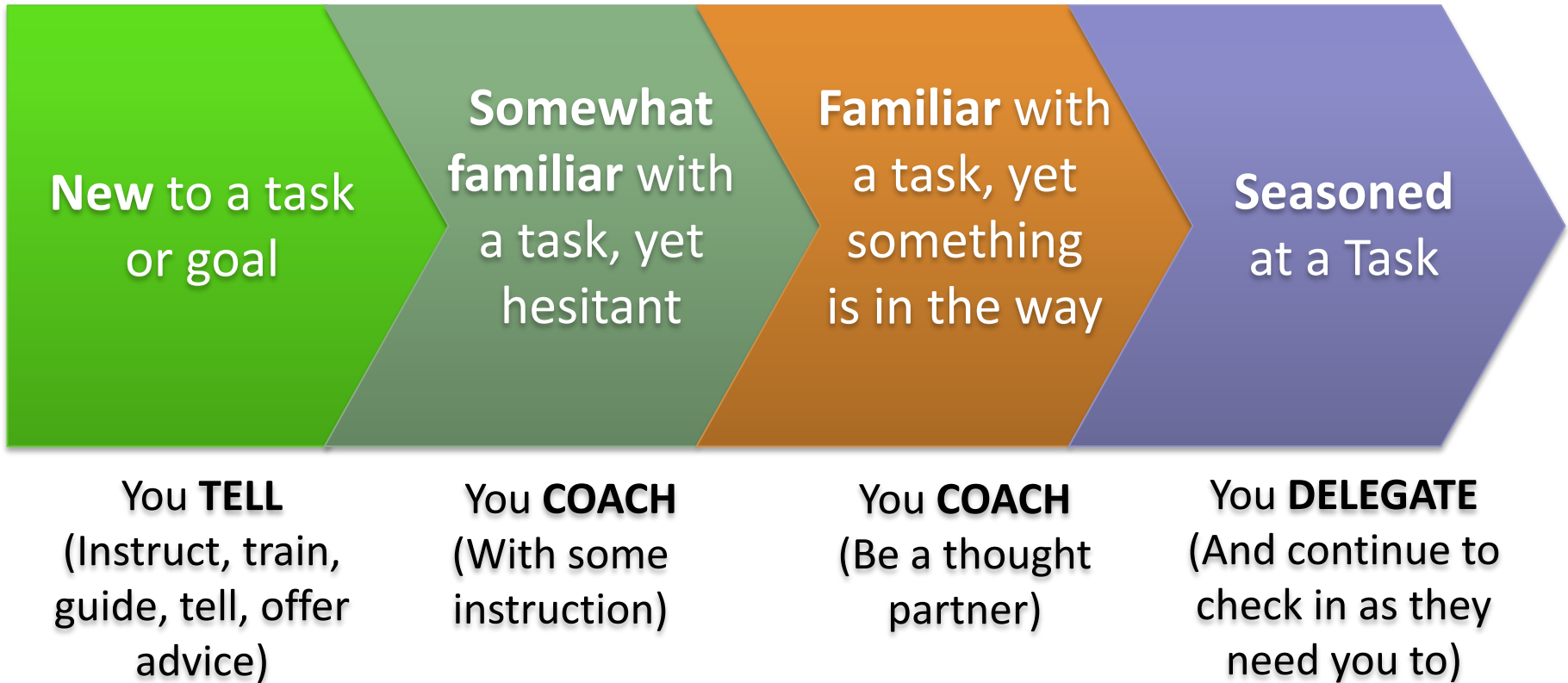
Learning/Reflections/Actions:

- **What are your personal reflections on the article? What does this bring up for you?** How does impact how you show up to future conversations about race?

The Ultimate Role of a Supervisor

The supervisor's overall role is to manage the reciprocal relationship between staff and the organization so that each is successful.

When to Coach



Mindset

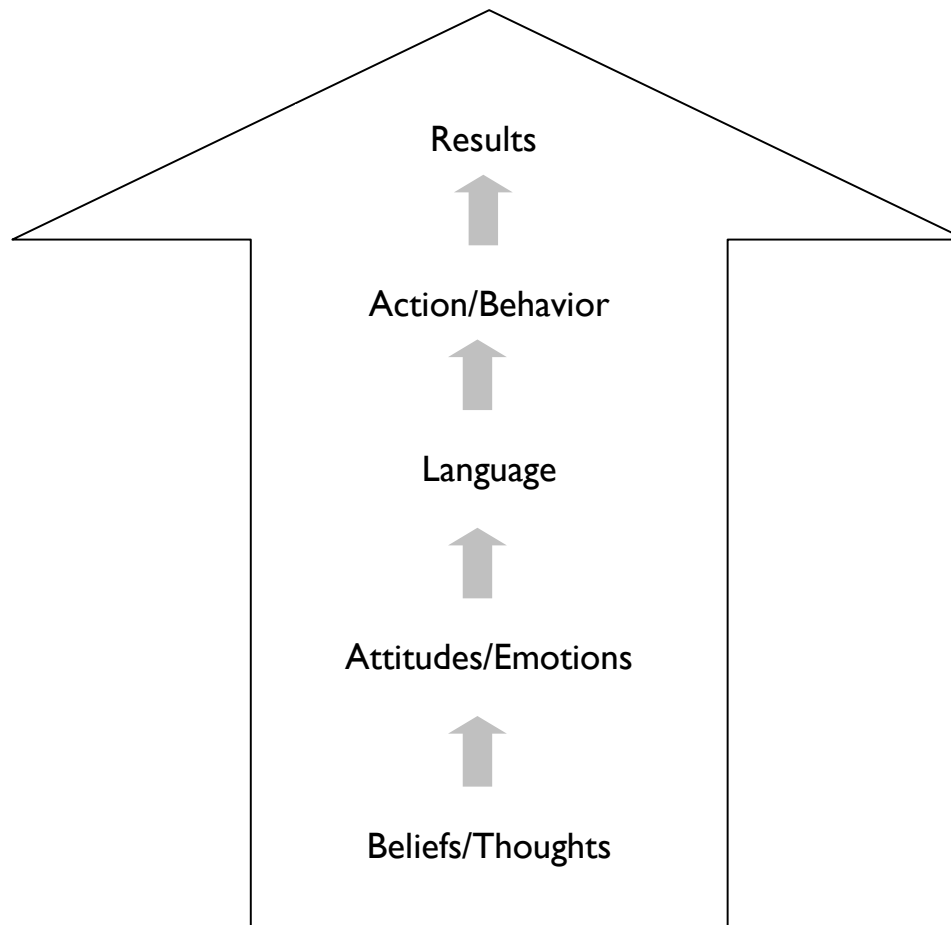


Coaching Mindset

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



Acorn?

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...

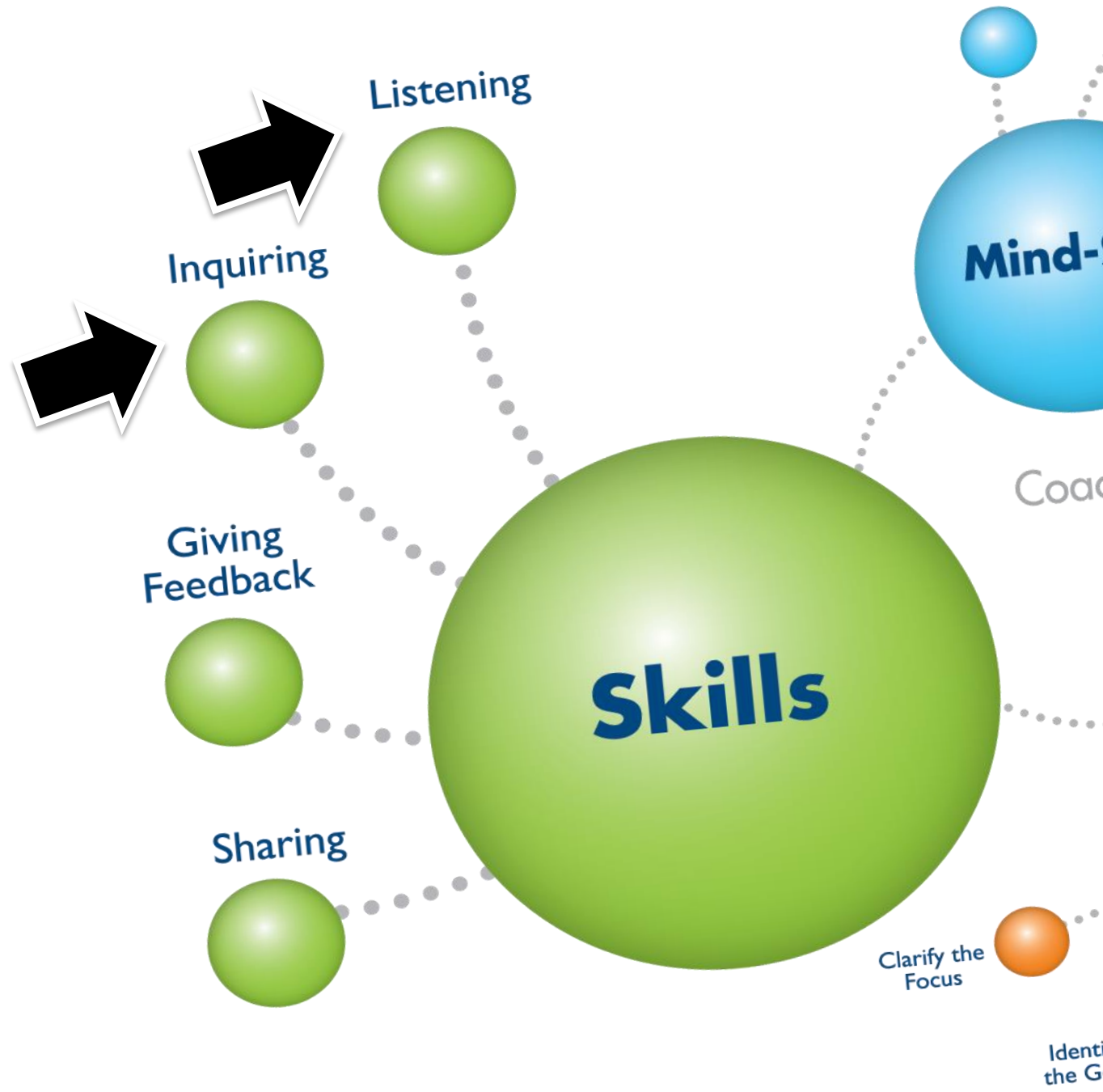
- Assess the level of trust and respect that exists between you.
- What could you do to increase it?

Staying Connect with our Words

BUT

AND

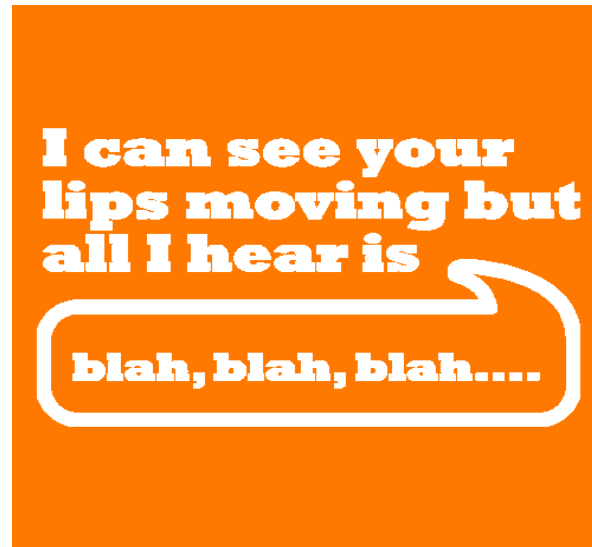
The Coaching Skills



Four Kinds of Listening



**Self-Referential
Listening**

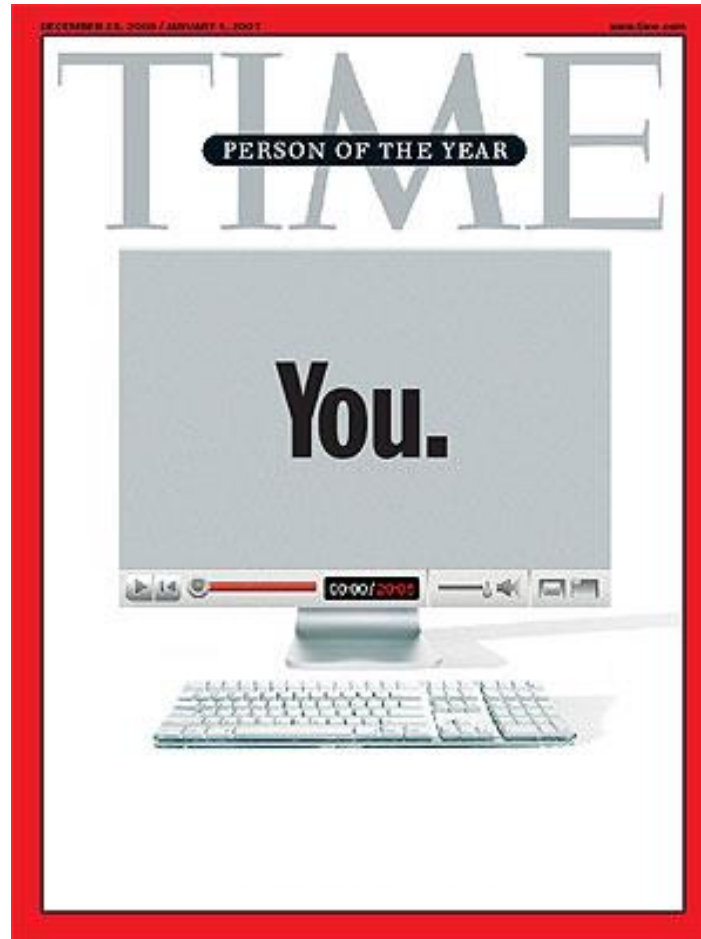


Superficial Listening



Fix-It Listening

Engaged Listening



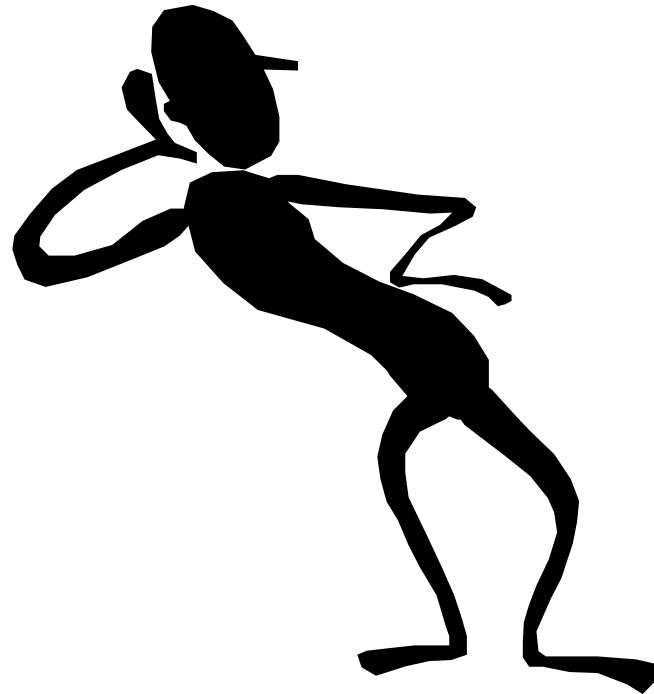
Exercise: Engaged Listening

Speaker: What do you most love about your work?

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

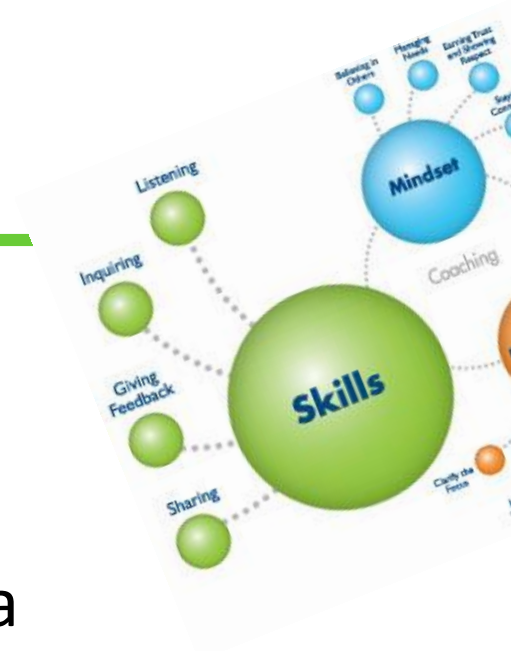
Say nothing!

Be silent but engaged.



Exercise Debrief

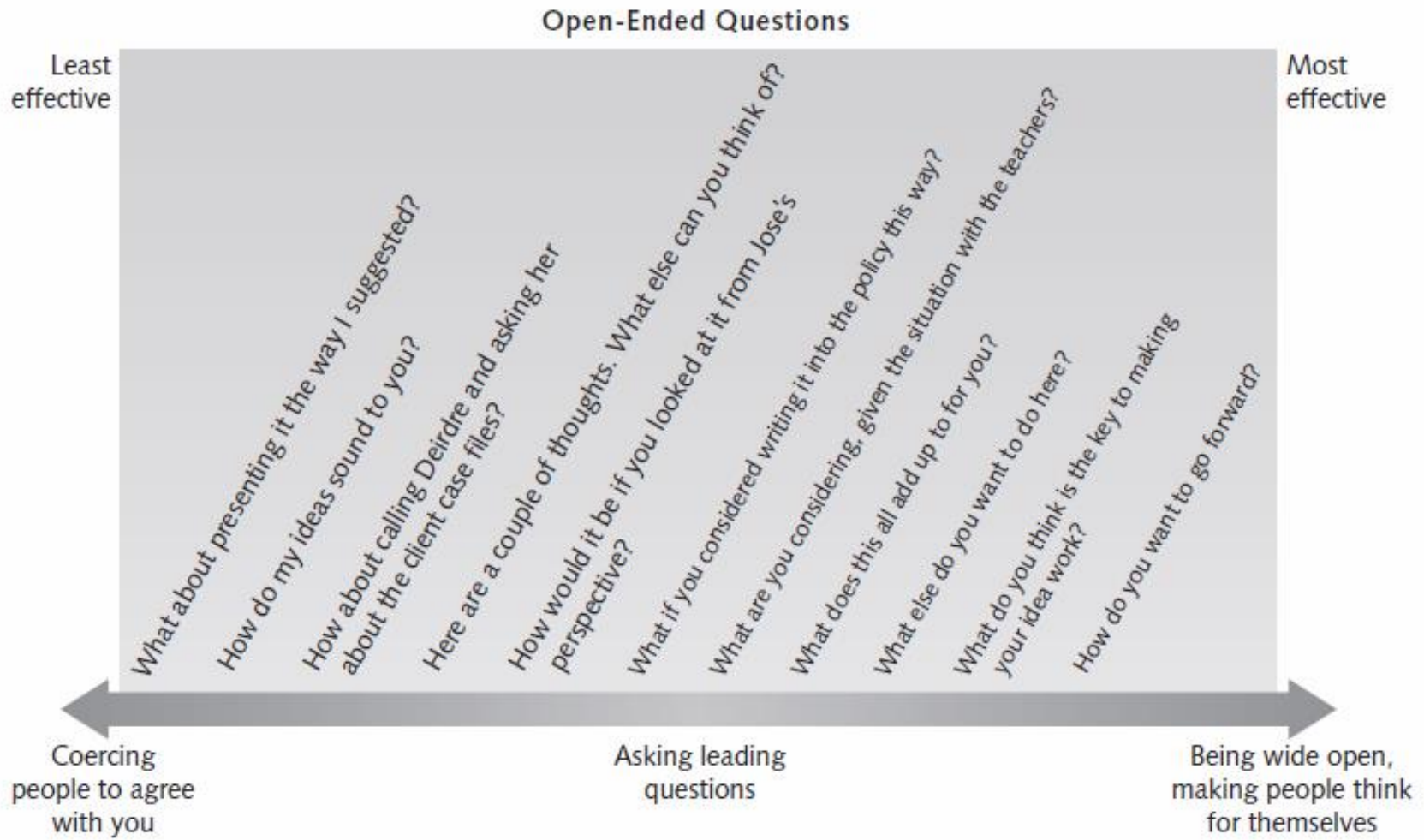
- What was it like to listen silently and engaged?
- What is it like to be listened to in such a manner?
- What will you need to do to improve your quality of listening to impact those you listen to?
- Whom do you tend to listen to and whom do you tend not to listen to?



Inquiry



Open-Ended Questions Continuum



Re-thinking Questions

Closed-ended Question

Open-ended Question

Do you understand what I'm saying?

Did you ask her about it?

Have you tried doing it like this?

Is it possible?

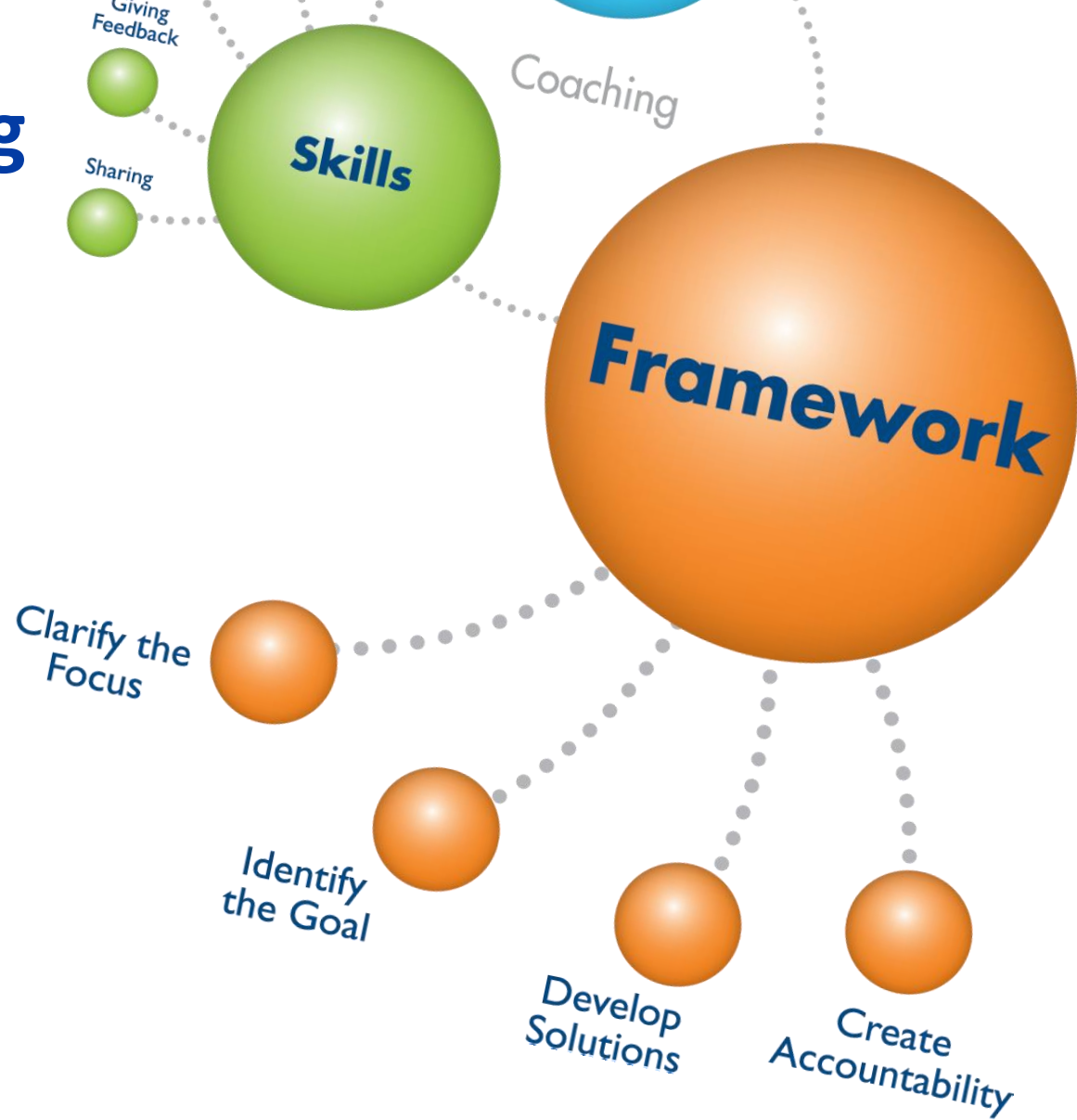
Exercise: Open-Ended Questions

- **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.
 - Who
 - What
 - When
 - Where
 - How

Back-Pocket Questions

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

The Coaching Framework



Clarify the Focus

Get to the point.

Take time listening to understand a person's current reality and help them think about what they are 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?



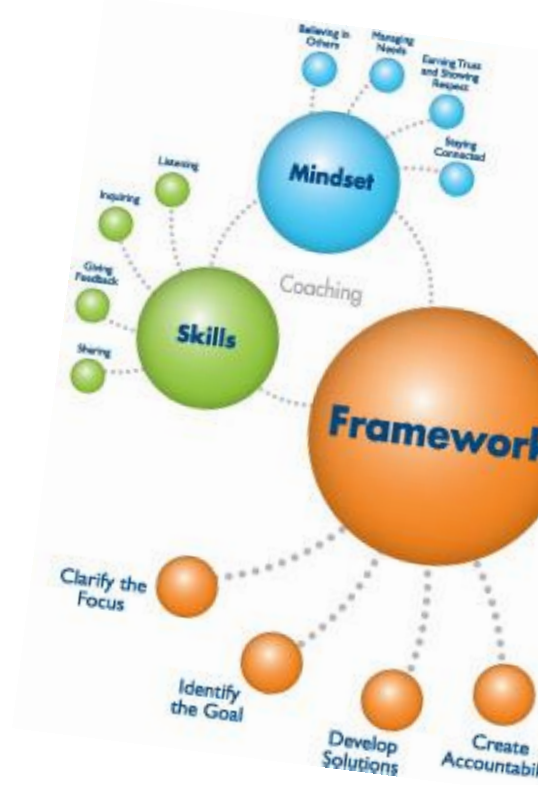
What's most important?

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?

Develop Solutions

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

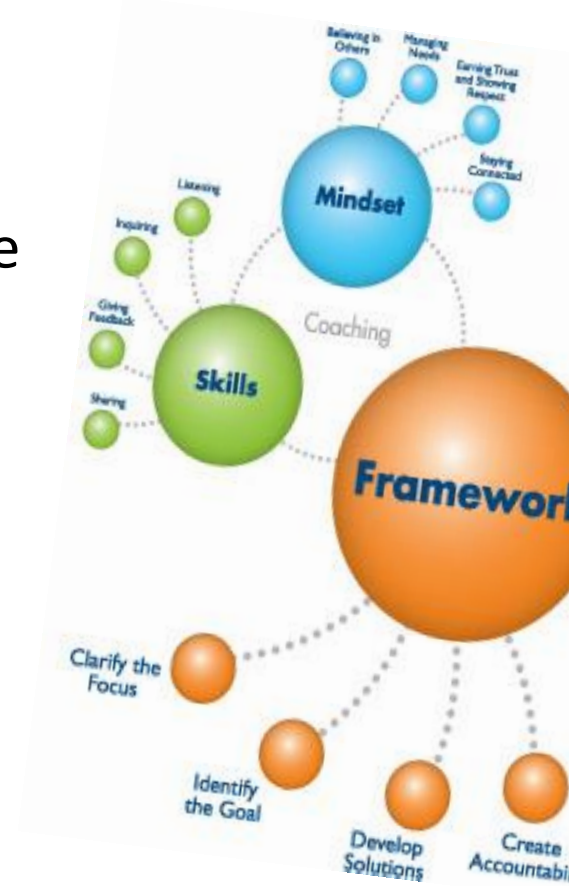
Help the person identify options for getting to the end goal or to the next milestone.

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.

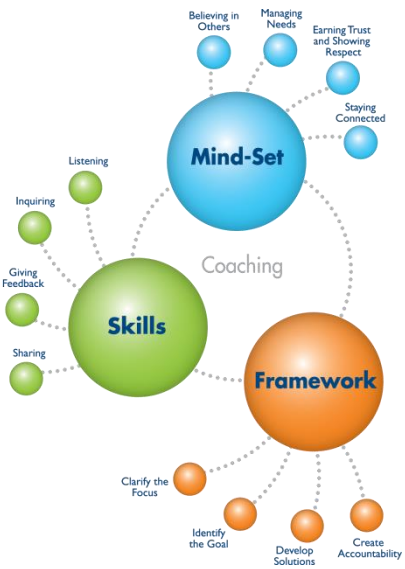
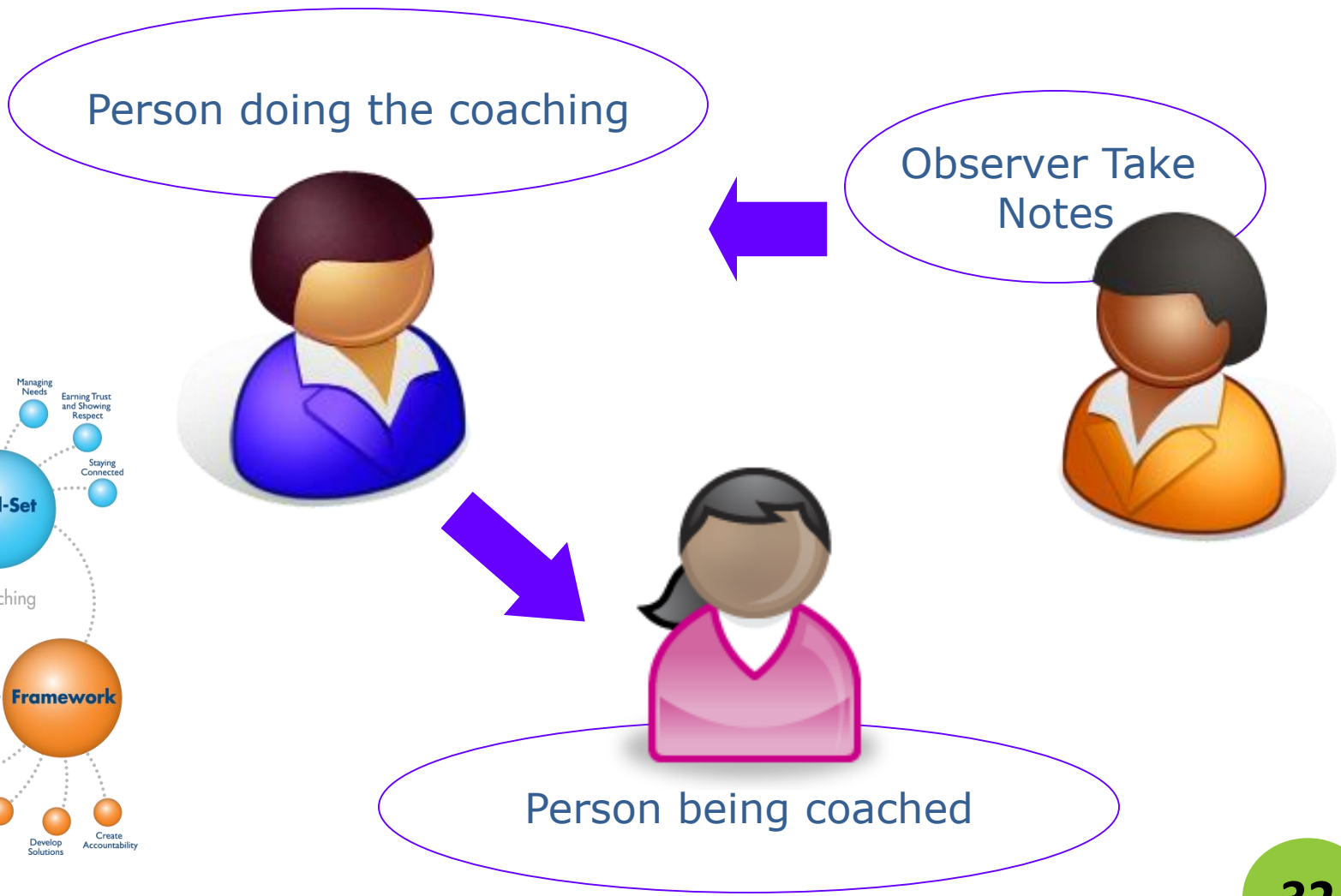
The goal is to gain agreement about what will happen next; and who will do what, by when.

- 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

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

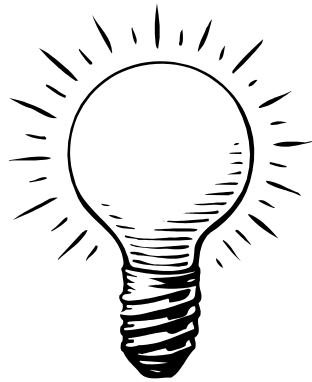
AM & PM break

Lunch @

12:00p – 1:00p

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.
- **Our emails:**

SpringO@compasspoint.org

SteveL@compasspoint.org

Thank you!

