



Coaching Skills for Managers and Leaders: Part Two

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Introductions

1. Name, Pronouns, and Organization

Agenda and Objectives

- Review model and key concepts
- Explore power dynamics in coaching
- Learn 2 key coaching skills:
 - Giving Feedback
 - Sharing
- Create a plan to coach
- Practice coaching (real-play, not role-play!)



9:30a – 5:00p

AM & PM break

Lunch @

12:00p – 1:00p

Workshop Agreements

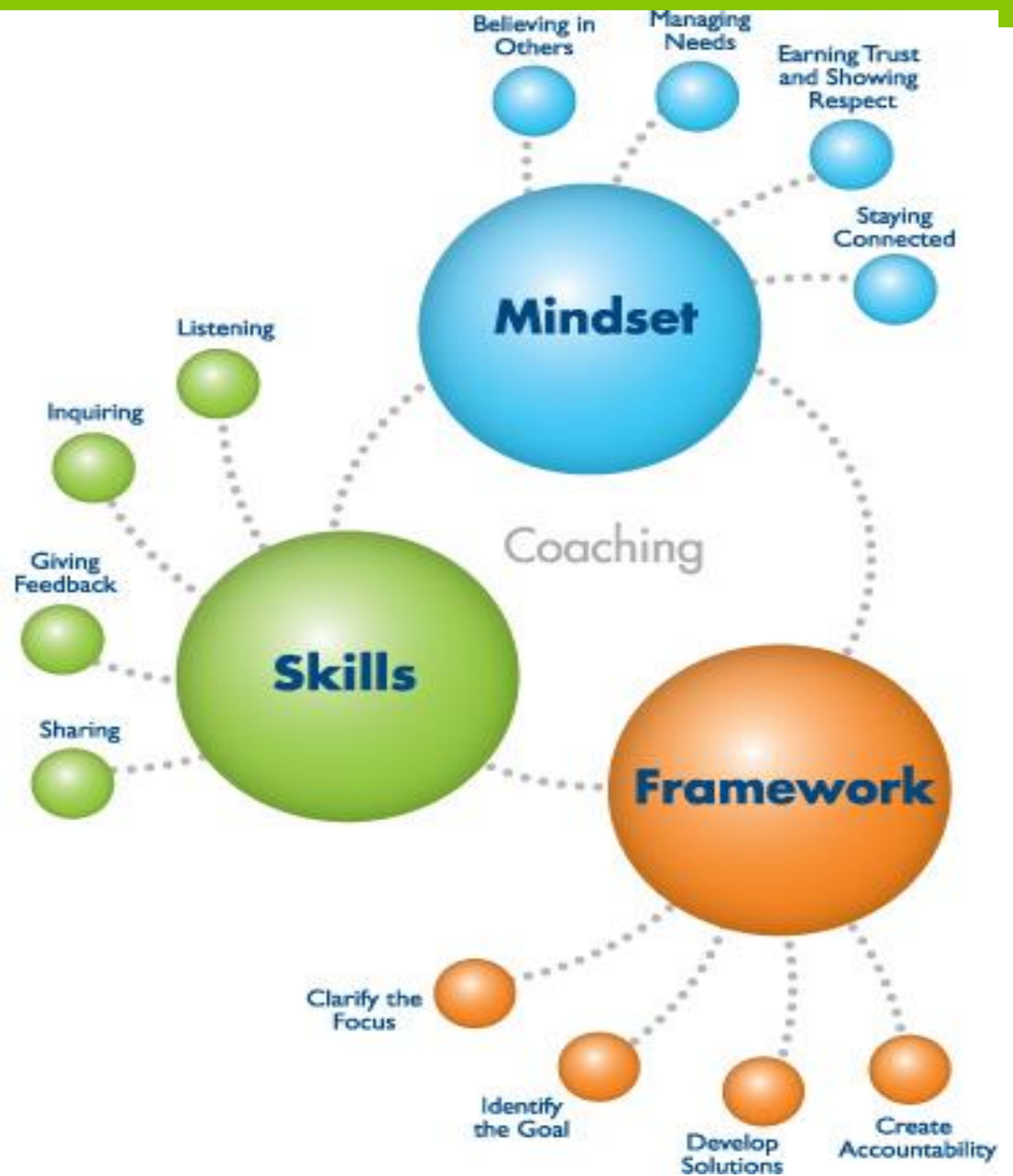


- ✓ Center yourself in your truth
- ✓ Listen with Respect
- ✓ Make Space, Accept Space
- ✓ Confidentiality
- ✓ Silence technology
- ✓ Anything else?

What do You Remember About Coaching?



The Model



Coaching Practice

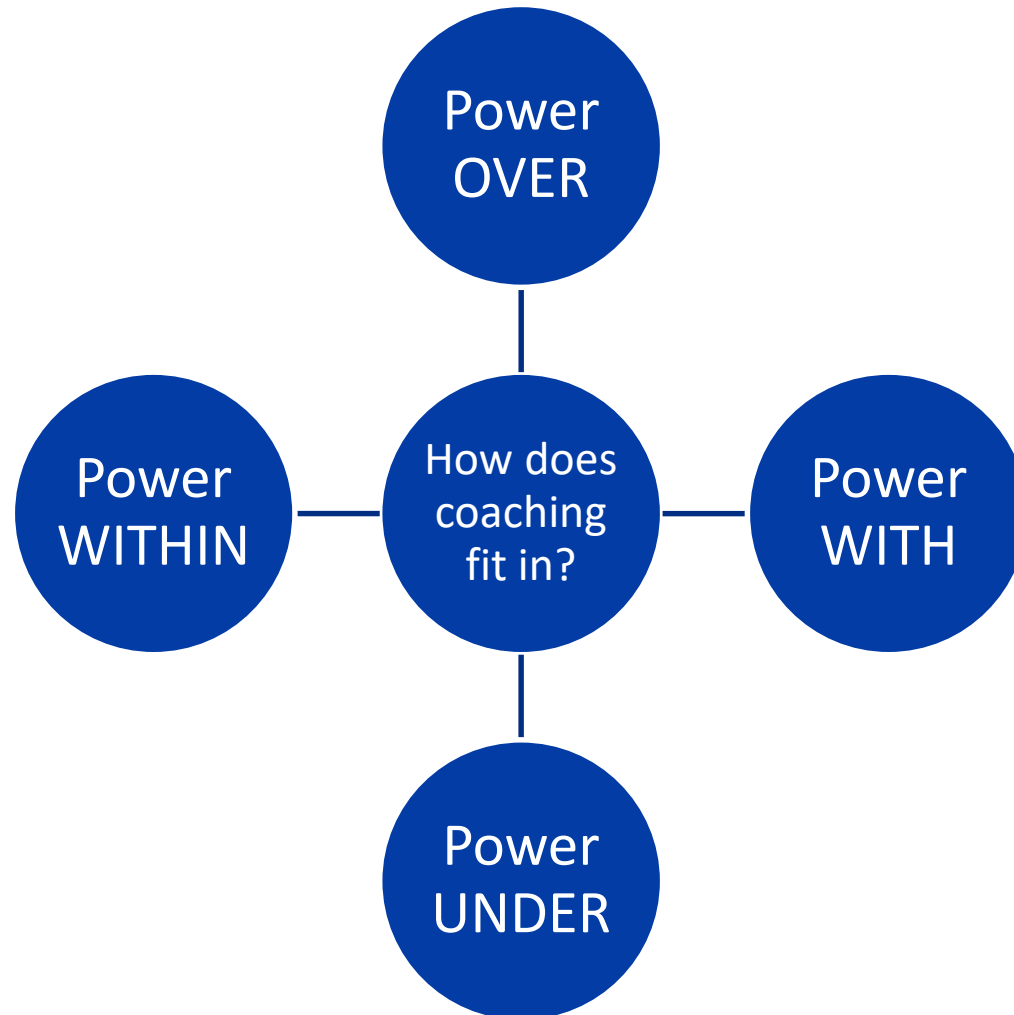
- Topic: What challenges or successes have you had in integrating coaching into your supervision and leadership practice?
- Coach in pairs: 6 minutes each, 2 minutes of debrief each (8 x 2)

Power and Coaching

Power

“We managers fail to acknowledge or take responsibility for how much power we have - in our own organizations, over our own staff. ***So how can we, as managers, acknowledge and responsibly exercise our formal power and avoid abusing it?***”

-What's Power Got to Do With it? (2009 Management Assistance Group)



Power

Institutional/Organizational/Interpersonal

- Reflect on and answer questions on Page 6.

Race and Culture

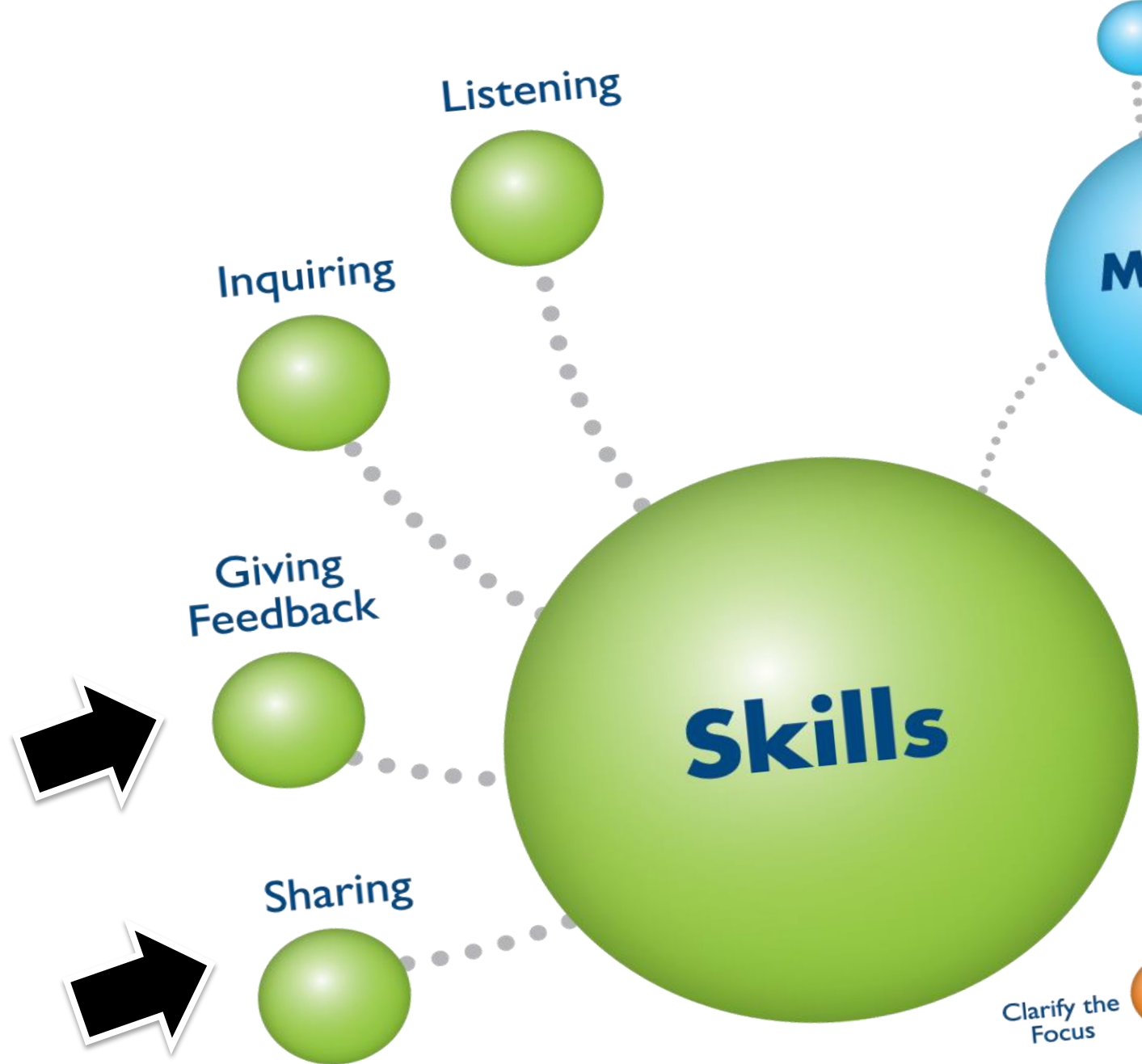
Institutional/Organizational/Interpersonal

- Read Page 7 in your manual
- Reflect on and answer questions on Page 8.

Exercise: Coaching!

1. The coach will ask: “After thinking about power, what do you want to get coaching on?” Wait a minute then **ONLY ASK QUESTIONS** to help the person being coached clarify the focus for the conversation.
2. Coach: your goal is to:
Have your partner reflect on what is coming up for them around power and what (if anything) do they want to do about that.
3. I’ll tell you when it’s time to change roles

The Coaching Skills



Feedback

What is feedback?



“Feedback is information about past behavior delivered in the present which may influence future behavior.”

- Charles N. Seashore, Edith Whitfield Seashore, and Gerald M. Weinberg

The Impact of Feedback

Feedback sits at the intersection between 2 core human needs:



The need to
learn and grow;
to achieve
mastery

The need to be
accepted,
respected, and liked
as we are right
now

Two Types of Workplace Feedback

Appreciative Feedback	Developmental Feedback
<p>Purpose: To celebrate positive behavior or accomplishment, encourage continuation of valuable action or behavior</p>	<p>Purpose: To help improve or develop performance</p>

Feedback in a Few Steps

1. Describe the behavior
2. Impact (positive or negative)
3. Request (stop, start, continue)
4. Coaching

Step 1: Describe the Behavior

- Observable
- Behavioral
- Non-judgmental
- Specific

“Lupe, last month 35% of your client notes were submitted past the due date.”

Step 2: IMPACT

- What is the impact?
- On you?
- On others?
- On the organization?
- On the client?

.....Why does this matter?

Step 3: REQUEST (Appreciative Feedback)

- Reinforces behavior
- Identify additional opportunities to succeed
- Appreciation!

Example

Instead of :

“You were great in that meeting, thanks.”

Try:

“When you were clear and concise while explaining your idea at the meeting, it really helped the management team to focus and understand the benefits of your proposal more clearly. That will help us make a better decision for the program. I appreciate how well you prepared.”

Example

Instead of :

“You really handled that tough situation with the client well. Thanks, you’re awesome!”

Try:

“I appreciate how well you handled that issue with the client. He was so upset but I noticed that because you were patient you helped him calm him down....he was finally able to see that you were trying to help. Your behavior got him to the resolution we needed...identifying the right services for his needs.”

Feedback Skills



Round One – Appreciative Feedback

- Think of a time when you recently could have given appreciative feedback.
- Write down (as in the examples) a draft of what you should (or could have) said instead.
- You will be sharing your draft with your fellow participants!

Supportive Feedback Cocktail Party

- Find a partner or two (no more than 3 in any group).
- First person reads aloud feedback – no context needed.
- Then the next person does the same, then the third (if there's a third).
- Once you're done, move on to another person and repeat (yes, you're saying the same thing).
- Keep going until you see my hand raised.

Feedback in a Few Steps

1. Describe the behavior
2. Impact (negative)
3. Request (change in behavior)
4. Coaching

Example

“Lupe, do you have a moment to talk about this morning? When I don’t know that you’re going to be late it doesn’t give us enough time to cover reception. Today we ended up opening late and our clients were waiting outside the clinic. This impacted the today’s appointment schedule and a number of other staff were not able to take their lunch break. This caused stress on the staff and for the clients too. I understand that there are times when schedules need to be adjusted; however the expectation is that you tell us ahead of time so we can make other arrangements.”

Round One – Developmental Feedback

- Think of a time when you recently could have given developmental feedback.
- Write down (as in the examples) a draft of what you should (or could have) said instead.
- You will be sharing your draft with your fellow participants!

Exercise: Feedback Practice

- **Speaker:** Share a piece of developmental feedback with listener
- **Listener:** Help speaker to do the following
 - Stay objective
 - Use specific, observable language
 - Add meaning

Strategies (silent reflection)

- What worked?
- How will you prepare?
- How will you remember?
- What support do you need?

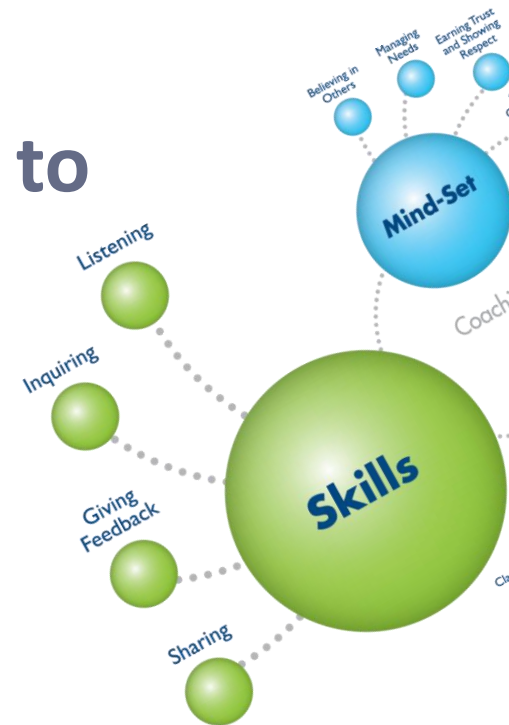
Sharing

The skill of sharing is to know when to share...

Observation in the moment

- Hunch
- Ideas
- Examples
- Information

...and just how much to share.



Purpose of Sharing

- Bring about new awareness about behaviors
- Give perspective to a situation
- Invite others to step outside their normal space
- Provide important information useful to the situation
- Acknowledge and neutralize a situation
- Share examples that may help the other person identify with potential solutions

Sharing is for their sake. Sharing is not about you. It is all about the other person.

How to Share

1. Observe a behavior or pattern
2. Ask for permission to share
3. Share your observation or story
4. Check for usefulness and Coach

Preparing to Share

Listen to the situations and fill in the workbook with:

- The objective or subjective data
- How you might start the conversation
- What questions would be useful

Sharing Situation #1 Observation

- You are having an informal coaching conversation with one of your direct reports about a challenging client. He is a new member of your staff and during your conversation you notice he says the phrase “I don’t know” 4 times.

Sharing Situation #1 Observation

- Data: Hearing him say “I don’t know” 4 times
- Share: “Can I quickly share an observation with you? I have heard you say “I don’t know” multiple times during this conversation.”
- Coaching Questions:
 - “How can you find out what you need to know?”
 - “What has worked for you in similar situations?”
 - “What is your gut telling you about how to respond?”

Sharing Situation #2 Information

- You are talking with a staff person about a new program your clinic is rolling out in partnership with a local social service provider. She is frustrated that the lead representative from the partner agency, Carlos, seems to ignore her and not give her a lot of respect. As you are coaching her on what she can do, you realize it might be helpful to share some things you have learned about working with this person in the past.

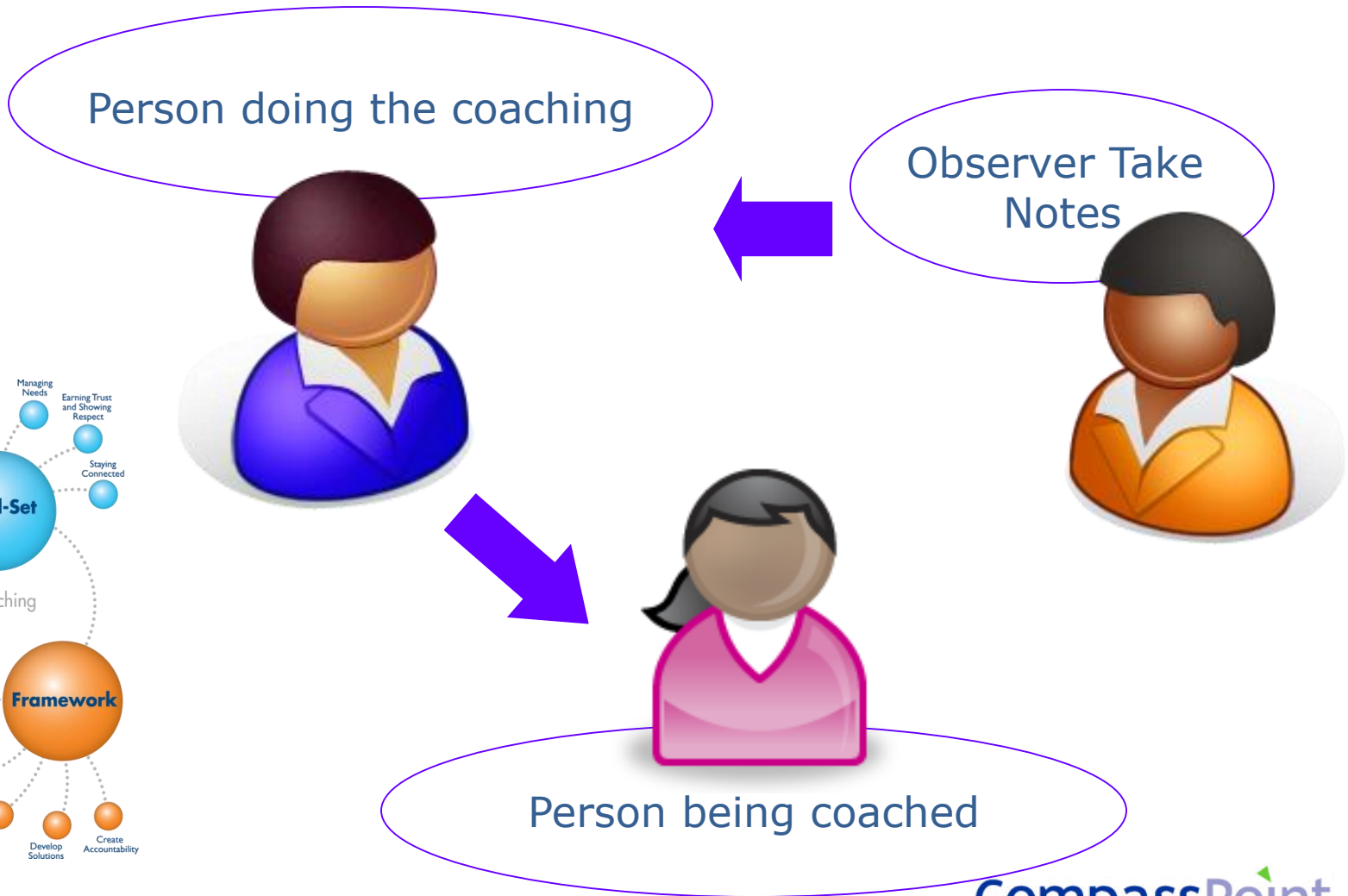
Sharing Situation #2 Information

- Data: They are having challenges with a partner that you have worked with before.
- Sharing: “I’ve work with Carlos myself and I wonder if it would be helpful to share what I have learned?” Go on to share what you’ve learned...
- Coaching Questions:
 - “What part of this information might have been useful?”
 - “How might you decide to approach him differently?”

Plan to Coach

How will you prepare to coach?

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

Action Plan for Improved Coaching

Three things I will do differently, practice, try or share with my coworkers:

1.

2.

3.

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In Pairs

- Share 1 thing you will do differently, practice, or share when you get back into the office.
- Share one “Pearl of Wisdom” you are leaving with today.

An Offer

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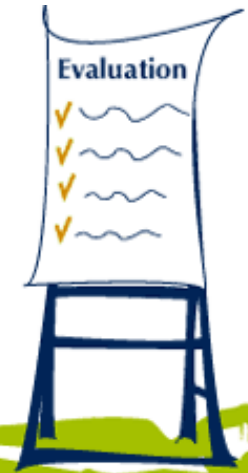
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Wrap up & Evaluation

- Resources will be emailed after workshop
- Complete your Evaluation



Thank you!