



Develop and Coach



CHANGEABLE

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

- John Whitmore

Introduction to coaching

As leaders, it is important to help your people grow. You have many tools at your disposal to do this, we think coaching is a critical one to draw on.

Coaching enables people to do the following:

- SOLVE THEIR OWN PROBLEMS
- THINK CRITICALLY AS THEY MAKE DECISIONS
- LEARN TO MAKE INCREASINGLY COMPLEX DECISIONS, WITH HIGHER STAKES
- BE PRODUCTIVE
- BE INNOVATIVE
- INCREASE CONFIDENCE
- IMPROVE PERFORMANCE
- PREPARE PEOPLE FOR CAREER TRANSITION

(Research by Zenger & Stinnett 2010 & A. Grant 2000)

Coaching is an investment; spend time now in order to reap the benefits later. Sydney University research shows it takes approximately 6 months to realise the benefits of quality coaching in organisations.

Benefits of coaching for your organisation are:

- Better quality conversations
- Lift in performance
- Employee engagement and job satisfaction
- Motivation to strive for improved outcomes
- Ownership and responsibility of work
- Use of individual's talents and potential.

Your reflections on coaching

Question.

Think of time when a person has developed or coached you in the past. What was the most powerful thing about that experience or person?

WRITE
YOUR
ANSWER



Question.

What do you think are the qualities of a "good coach"?

GOOD
COACH

??



Mentoring, Counselling & Coaching

Mentoring

- A mentor is usually a more senior person who is an expert in your field
- They share their wisdom and experiences to help guide you
- The role may also include sponsoring, advocating & networking.

Counselling

- Counselling more commonly deals with clinical and other deeply seated issues eg: anxiety & depression
- Time is spent trying to understand, analyse and dissect problems
- There is also a strong focus on resolving the past
- Counselling requires considerable psychological training.

Coaching

- Mainly takes a future focus. It is less about unravelling problems or difficulties and more about building solutions and improving performance
- Unlocks a person's potential by facilitating self-directed learning and development
- The Coach does not need to be an expert in the coachee's field.

COACHING DEFINITION:

Coaching is unlocking people's potential to maximize their own performance. It is helping them to learn rather than teaching them.

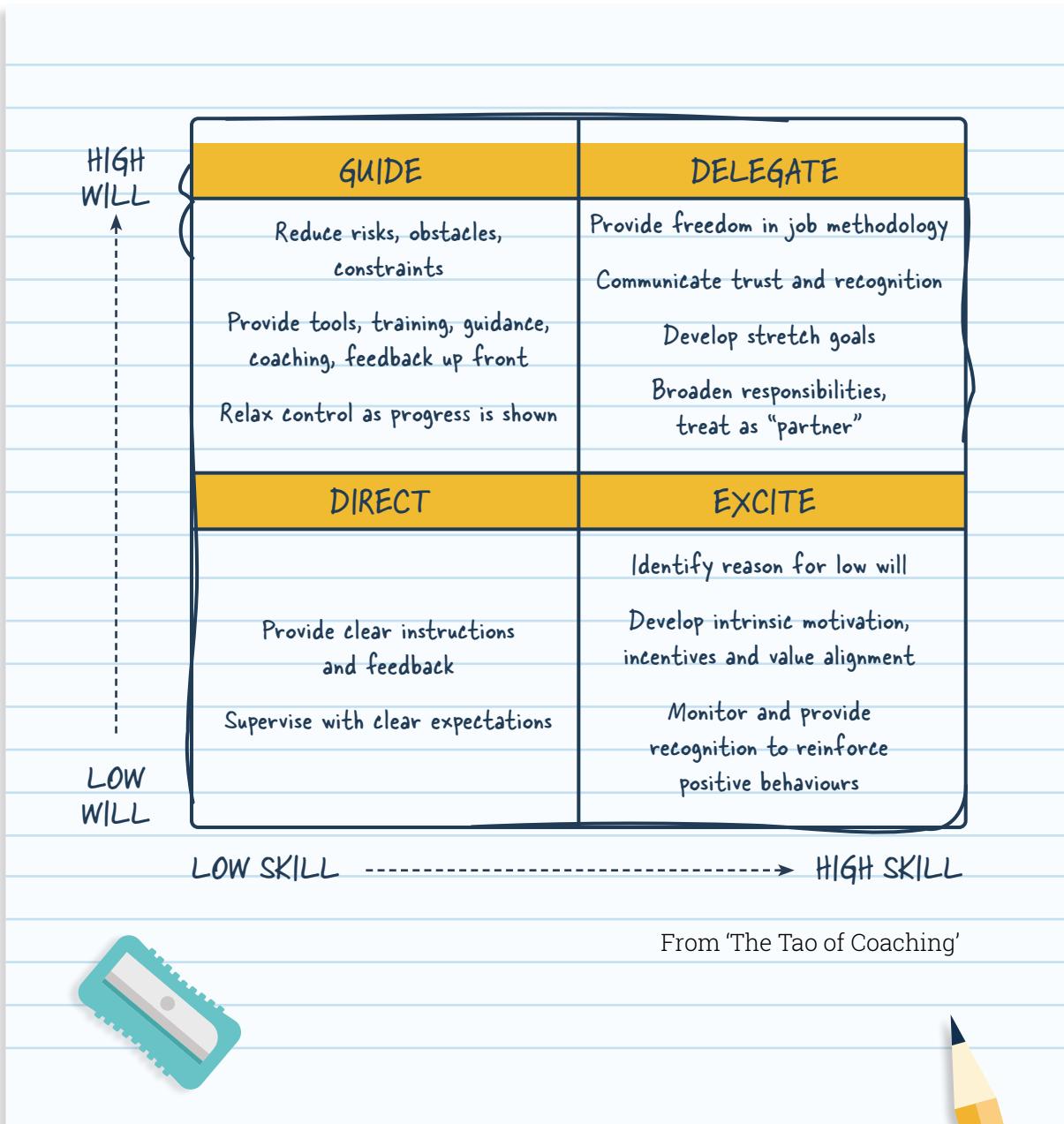
– John Whitmore

There is of course some overlap between these three processes. All of them use similar conversational techniques such as deep listening, questioning & feedback. All these processes can typically change behaviour & mindsets.

Coaching is **NOT:**

- SOLVING THE OTHER PERSON'S PROBLEM
- TAKING RESPONSIBILITY FOR THEIR PROBLEM
- BEING THE EXPERT
- GIVING ADVICE
- A TALK OR A WHINGE FEST
- THERAPY
- MANIPULATING THE PERSON TOWARDS YOUR AGENDA

Skill Will Matrix



As a leader you have many tools at your disposal to manage & lead your people. Coaching is one of these tools and it is not for every situation or every person. It is important to diagnose where the person is at in terms of SKILL & WILL before you start coaching. This will help you to identify **when** the time to coach is, **what** they need coaching on and what **other tools** you may need to employ.



Question.

Where do you think coaching belongs in this matrix?



Question.

Where do you think
some of your people sit?

When to Coach



Some common scenarios that may warrant a coaching conversation include:

- Performance Management conversations
- Development conversations
- Supporting decision making
- Career discussions
- 1:1s where your team member comes to you with a problem
- Ad hoc or "corridor" conversations where someone asks you a quick question.

It is important to consider:

- How complex is the topic/challenge at hand?
- How much time do you have right now to discuss the topic/challenge? Can you make the time?
- Is this person open to coaching right now? The best way to know is to ask!
- Is there a great level of risk involved in the scenario? For example, it may not be best to coach an employee to make a decision that they've never made before that would impact the entire community and would be highly visible if poorly implemented. Take calculated risks when coaching.

In a Harvard Business Review article by Daniel Goleman on leadership styles, he found that out of the six leadership styles, the most effective was the coaching style, yet it is the one used less frequently.

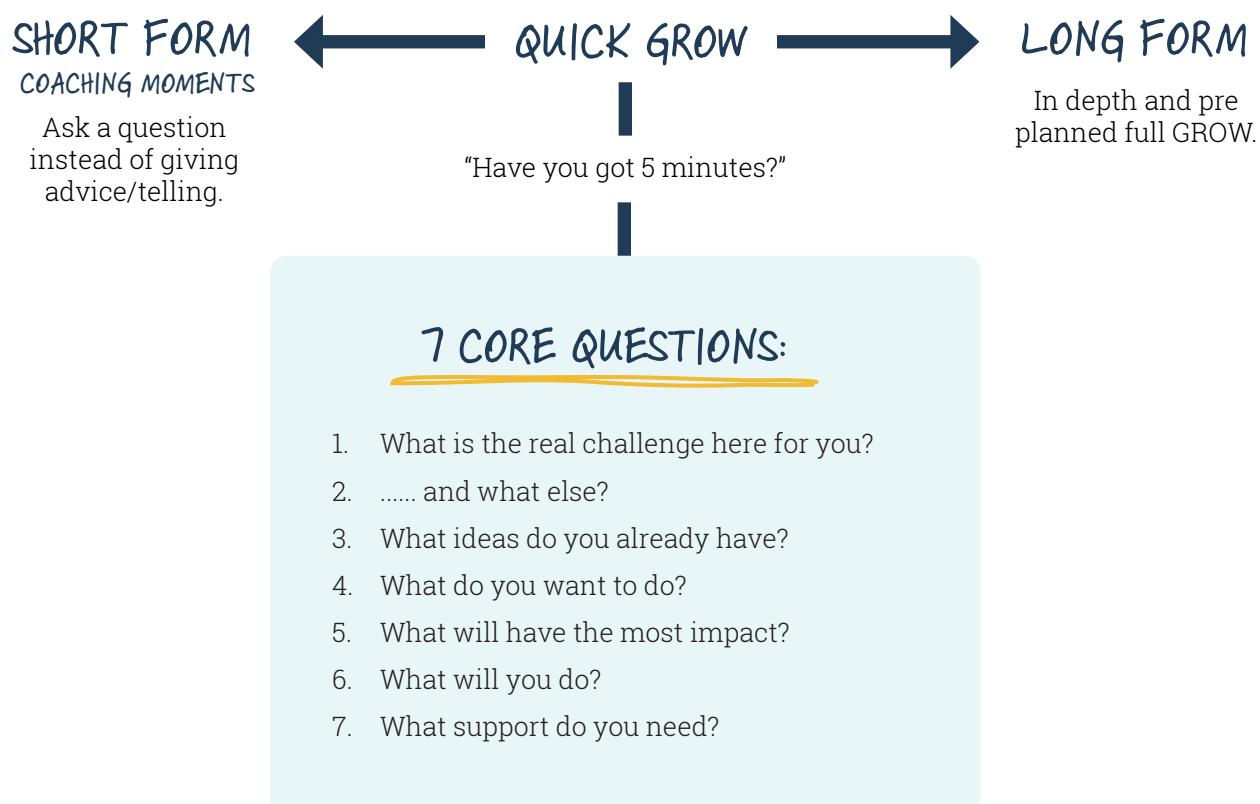
"Of the six styles, our research found that the coaching style is used least often. Many leaders told us they don't have the time in this high-pressure economy for the slow and tedious work of teaching people and helping them grow. But after a first session, it takes little or no extra time. Leaders who ignore this style are passing up a powerful tool: its impact on climate and performance are markedly positive."

How to be more “Coachlike”

One size doesn't fit all!

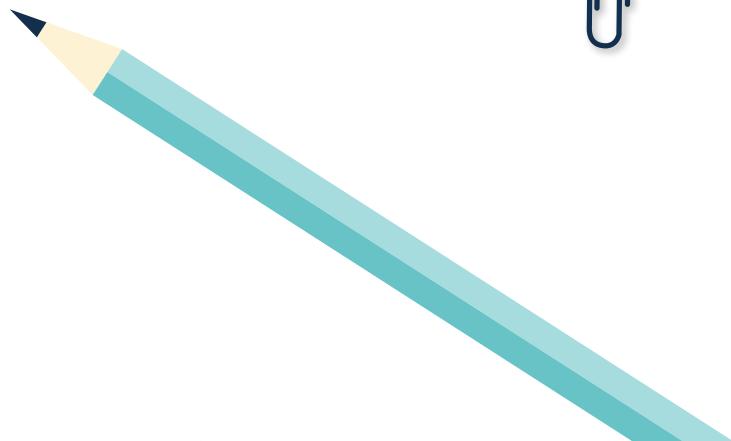
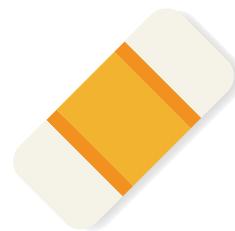
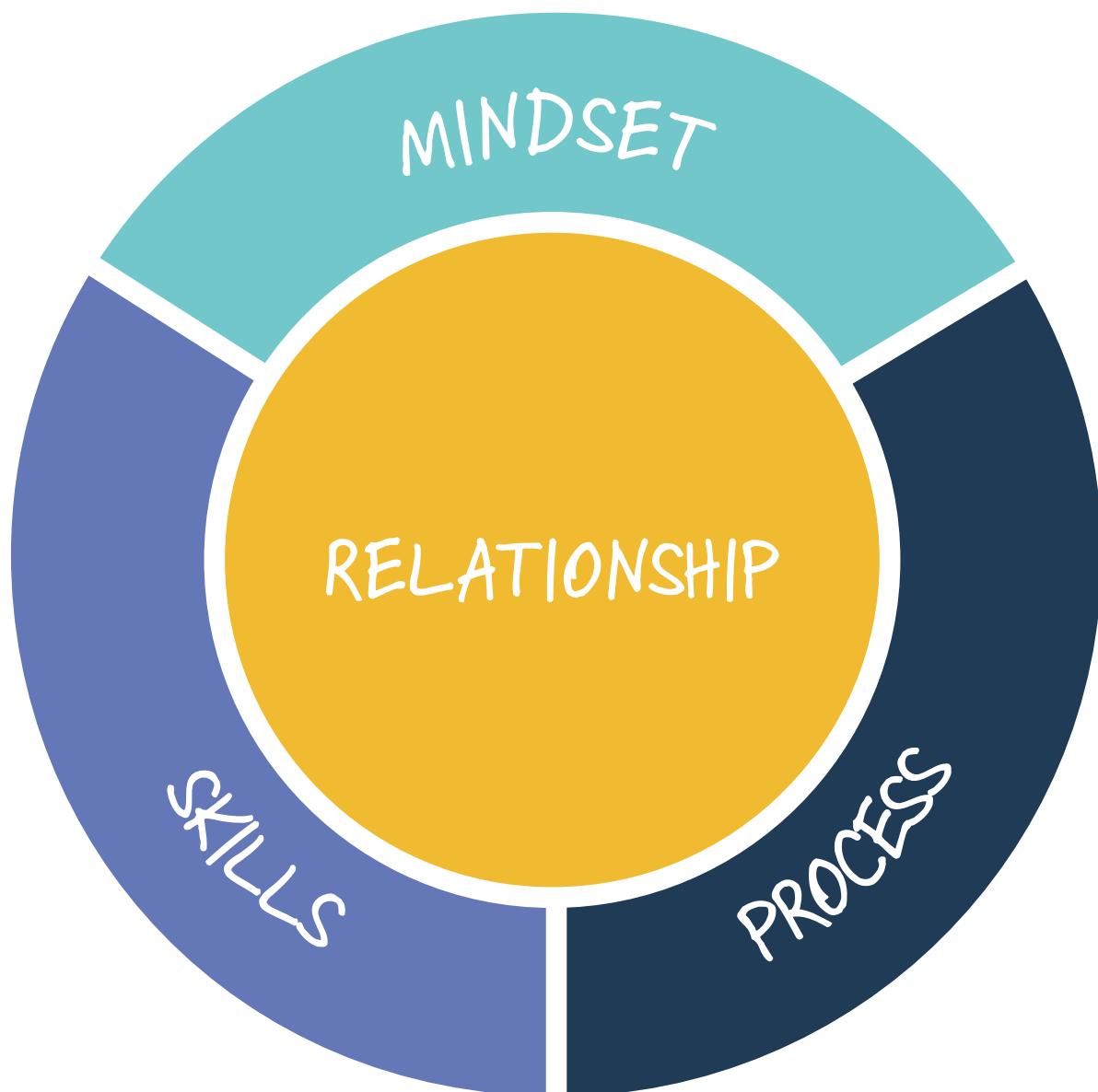
Coaching can take many forms particularly for a leader who has responsibility for a team. Sometimes the leader may initiate the coaching conversation, at other times they will be reacting to an issue presented to them. They may also have an ongoing coaching conversation done in “grabs” with a colleague. Being Coachlike might simply mean you ASK more than you TELL.

Don't forget there are also opportunities to be brave and coach up!



(Michael Bungay-Stanier - The Coaching Habit)

Coaching Package



MINDSET

Is a mental attitude or outlook. When trying to "get into the right headspace" for coaching, the main mindset to adopt is a belief in the person's potential to come up with their own solutions and a recognition that solving the issue will hinder their development.

Mindsets that are helpful for coaching include:

- growth **vs** fixed
- flexible **vs** rigid
- asking **vs** telling
- curious **vs** pre-determined
- supportive **vs** aggressive
- collaborative **vs** directive

RELATIONSHIP

Is at the heart of coaching, research shows it is the #1 indicator of success. Without an authentic & supportive relationship the coaching process could feel either transactional or unsafe. Investing in the relationship is an important precursor to coaching.

SKILLS

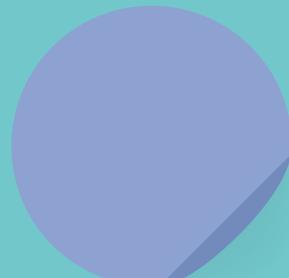
There are many skills involved in Coaching, some of the main ones are:

- Deep listening
- Questioning: open ended, curious, generative, probing
- Empathy
- Paraphrasing or summarising
- Mirroring
- Feedback
- Challenging
- Testing assumptions
- Reading emotion & non verbal cues eg body language.

PROCESS

There are multiple frameworks/ process/models for coaching. One of the main ones currently used in Leadership is GROW developed by John Whitmore from the UK.

What sits behind GROW is the idea that coaching unlocks a person's potential to maximise their performance.



**“Give a man a fish
and you feed him for
a day. Teach a man
to fish you feed him
for a lifetime.”**

Grow

Goal - what do you want to achieve? →

TWO PRONGED

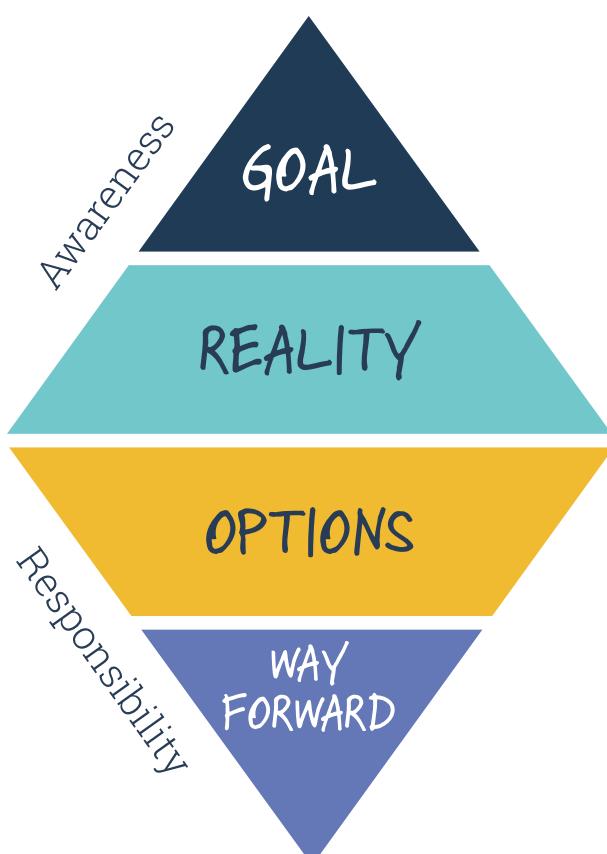
1. Overall goal

2. Goal for this conversation

Reality - what is happening now?

Options - what is possible?

Way forward – what will you do?



Coaching Process

Remember this is a "process" not a "cage". It is not linear, you will find yourself going backwards and forwards particularly between the goal & reality section.

Here are some helpful questions for each stage of the process.

GETTING STARTED:

- What can I help you with?
- What is it you want to talk about?
- What's most helpful to talk about today?
- Where should we start?
- What's the real challenge here for you?

GOAL - what do you want to achieve?

- What would you like to see happen here?
- Why is this important to you?
- What do you hope to achieve from this discussion today?
- What's your ideal outcome - describe it?
- If you could wave a magic wand.....
- How will you know you have been successful?
- What is the most pressing thing for you to resolve today?
- What role can I play for you in the time we have available?
- How can I add most value for you? (Contracting)



REALITY - what is happening now?

Your role here as coach is to explore the issues, get beneath the surface and expand & challenge their awareness of what the issues are.

- Tell me briefly about the situation
- What strategies have you tried so far?
- What impact is this having on you/the team/your workload etc
- How do others see this situation?
- What is working well?
- What is most challenging about this for you? Why?
- In what way might you have contributed to the situation?
- How are you feeling right now about the situation?
- What assumptions might you be making?
- How might you think differently?
- What are the consequences if the situation doesn't change?

... And what else?

... And what else?

OPTIONS – what is possible?

Brainstorm as many options as possible. Examine the implications of these options.

- What are some of the things you could do here? What else? What else? What else?
- What would the brave option be?
- What would the prudent option be?
- What would others' suggest? (trusted advisors, mentors)
- Who could you talk to in order to find more options?
- What does your head/heart/gut tell you to do?
- What is the option that will make the most impact?
- What are the pros and cons of these options?
- Which one are you leaning towards? Why?



WAY FORWARD – what will you do?

Agree and commit to actions.

- What specific actions are you going to take?
- How will these help you to achieve your goal?
- What is your timeframe for this plan?
- What are your first steps?
- What support do you need from me? From others?
- What obstacles do you foresee and how can you plan for these?
- When will we check in again?
- What do you take from this conversation?



On a scale of 1-10 how confident are you of achieving this?



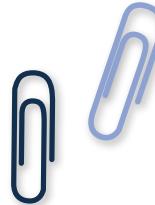
NB: Be aware of asking questions that lead the witness or a masked version of advice giving. For example: Have you thought about doing..... Do you think it is a good idea to.....

Listening involves



1. Tuning in:

We need to listen beyond words. In order to do this we must create a suitable environment, demonstrate an interest through our body language, eye contact, and facial expressions. Notice what is happening for the speaker. For example: what are they saying through their tone of voice, body language and general energy level?



2. Giving Space:

If we are going to listen to what the person has to say we need to suspend our own internal dialogue and be present. When we do drift off – as we inevitable will, we need to notice that we've been distracted and re-focus on the person. A good way to do this is to ask yourself "what is this person trying to tell me?"

3. Encouraging:

Means communicating clearly and obviously that you want to hear, not leaving this to be implicitly understood. Using minimal encouragers like uh huh, yes and I see, as well as nodding are ways of doing this.



4. Looking for themes:

The things that are important to a person they will say over and over again in different ways is the most effective tool in the listener's kit. It means summarising what the person has said and checking back with them that you have understood. This also includes Empathy, which is back their emotions.

Examples: back eg: what I heard you say was... Empathy eg: what I'm noticing is that this is hard for you to talk about...



6. No premature problem solving:

When we are presented with a problem the natural response for many of us is to try and solve it. Effective listeners notice this tendency in themselves and don't impose what they think is best on the other person.



The Iceberg

What's the real issue here?

Coaching issues are like icebergs. Only about 10% of what is really going on is initially presented in the conversation. Often this is simply because the coachee is unaware themselves. They only bring their perspective of reality and they may not understand the deeper issues that are impacting on the situation – otherwise they would have worked it out for themselves.

So your job as a Coach is to enquire and explore such things as:

- Other peoples' perspectives
- Assumptions of self & others
- Values
- Mindsets & deeply held beliefs
- Self talk
- Blockers & avoiders
- Emotions

For example: Tim comes with the presenting issue that he is not able to delegate because his direct reports won't accept responsibility. After spending time with Tim exploring the reality of the situation, it becomes apparent that the real issue is that he likes to be in control and is fearful of giving it up.

Tips for getting beneath the surface:

- Follow the emotional trail, it will lead you to the real issues - language, tone, gestures
- Let silence do the heavy lifting
- Reflect back what you are hearing & seeing
- Power of questions - often you need to ask the same thing in a number of different ways to get to the heart of the matter
- "Tell me more" and "what else" are useful phrases.





COACHING SPECTRUM

When working as a coach it is important to help the person you are coaching take a new or different look at their situation. Ways of doing this may take many forms, (a question, a silence, a challenge, a summary statement) most of which we use based on instinct. The most effective coaches use a number of different approaches flexibly to help the person move the situation on.

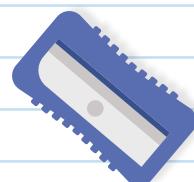
The coaching spectrum adapted from the work of John Heron (1990) is a model describing six approaches to helping a person take a new or different look at their situation.

The model describes two broad categories:

- Authoritative: The coach takes a more directive role
- Facilitative: The person being coached takes a more directive role.



APPROACH	DESCRIPTION	IMPACT	EXAMPLE
AUTHORITATIVE	Directive <ul style="list-style-type: none">• Directs current of future behaviour• Offers suggestions for action	New direction	"I suggest contacting x....."
	Informative <ul style="list-style-type: none">• Provides information knowledge or meaning• Informs	New data	"This is a technique I find useful"
	Challenging <ul style="list-style-type: none">• Raises consciousness about something they are relatively unaware of	New awareness	"I notice that you haven't mentioned your manager's role in this"
FACILITATIVE	Cathartic <ul style="list-style-type: none">• Invites emotional expression• Release of tension	Expression of feeling	"?"
	Catalytic <ul style="list-style-type: none">• Encourages self-directed exploration and problem solving• Open ended and enabling questions	New thinking	"Tell me some more about that?" "How does x view the situation?"
	Supportive <ul style="list-style-type: none">• Affirms the worth and value of the person• Expresses positive feelings	New confidence	"That meeting sounds like it would be very challenging to keep on task"





NOTES

