

STRENGTHENING YOUR COACHING SKILLS

shifting norms

Grow, Thrive & Challenge the Status Quo!

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Objectives

- Develop the mindset of a coach.
- Strengthen three key coaching skills.
 1. Active Listening
 2. Empowering Questions
 3. Facilitating Coaching Conversations
- Practice specific coaching frameworks to improve performance.

Agenda Flow

- Welcome & Introductions
- Coaching Mindset
- Coaching Foundations
- Coaching Skills & Strategies
- Practicing Coach Approach
- Closing Reflection

N O O M



What is Coaching?

- A process that empowers people to create their own solutions and become the drivers of their own success.

What is Coaching?

Designed Partnership

Helps people move from where they are, to where they want or need to be.

Bridges the gap between current state and the desired future state.

“Coaching is...”

not telling people what to do; it's giving them a chance to examine what they are doing in light of their intentions.

-James Flaherty “Coaching: Evoking Excellence”



Foundations of Coaching

Setting the
Foundation

Co-Creating
the
Relationship

Communicating
Effectively

Facilitating
Learning
& Results

Expert Groups



Setting the
Foundation



Co-Creating
the
Relationship



Communicating
Effectively



Facilitating
Learning
& Results

Embracing the Coach Approach



Setting the Foundation

- Meeting Ethical Guidelines & Professional Standards
- Establishing the Coaching Agreement



Co-Creating the Relationship

- Establishing Trust & Intimacy w/the Client
- Coaching Presence



Communicating Effectively

- Active Listening
- Powerful Questioning
- Direct Communication



Facilitating Learning & Results

- Creating Awareness
- Designing Actions
- Planning & Goal Setting
- Managing Progress & Accountability

Coaching Impacts

How might this benefit you?

The people you coach?

How could you use this to help them shift from supervising to coaching?

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SHIFT SHEET!
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COACHING IMPACTS

Use coaching strategies to engage in effective conversation, get buy in from staff, and make a measurable difference in deliverables and engagement.

SHIFT

from SUPERVISOR

- Maintaining current trends or status quo
- Reacting to upper management
- Supervisor as boss/parent
- Supervising merely for results
- Supervisor reminding staff "It's your job"
- Supervisor saying "I'm watching you."
- "You report to me."
- Pointing out failures, mistakes or errors of staff
- Pushing for action and responsibility
- Solving all the problems
- Fostering an us vs them culture
- Compliant focused
- Tolerating staff performance
- Accepting excuses
- Managing the to do list

to COACH

- Leading the charge for continuous improvement
- "Managing Up" and helping upper admin win
- Self-directed workgroups
- Developing strengths of staff
- Staff saying "It's my responsibility."
- Supervisor saying "You are my customer."
- "Tell me how I can help."
- Recognising effort and growth
- Supporting initiative and offering training for this
- Help staff prevent and solve problems
- Understanding, supporting different staff styles
- Providing the why and why nows
- Substantially raising new standards
- Holding staff responsible
- Having action steps that support priorities

IMPACTS

of SUPERVISING
aka managing

of COACHING



BREAK





Life Changing





Life Changing

Coaching Skills: Active Listening

- Different Levels of Listening
 - Internal
 - Focused
 - Global
- Reflecting
- Acknowledging
- Validating
- Reframing

Coaching Skill: Reframing

Changing the perception of an interaction or situation to increase the chances of a productive conversation.

It's seeing the situation from a different or positive perspective.

Coaching Skill: Reflecting

What I hear is important to you is...

It sounds like your priorities are...

What I hear is concerning you is...

You sound really excited about...

Coaching Skill: Validating

Anyone with your experience would feel the same way.

Anyone who values _____ the way you do would feel this way.

Anyone who's put as much time and energy into a project like this would be feeling this way.

Coaching Moment

- Describe a coaching situation you've had with an individual that was difficult or challenging.

Active Listener:

Reflect

Acknowledge

Validate

Reframe

Try Reframing

- Always/Never → Sometimes
- Can't → Won't
- Mistakes → Learnings

& Eliminate

“Yes, but”

“it”

“they”

How does it impact your attitude?

Coaching Skills: Empowering Questions

- Why is it that you are always missing deadlines with this project?
- When you work on this project, what is consistently getting in the way to jeopardize mtg these deadlines?

Coaching Skills: Empowering Questions



- What does that decision move you toward?

- Why did you decide to do that?

Challenging Story



Share a challenge you are having as a leader. This could be a situation where you weren't as strong or something that might be keeping you up at night.

Challenging Story

LISTENERS:

- Ask clarifying questions **ABOUT THE FACTS.**

Challenging Story

LISTENERS:

- Ask probing questions ABOUT WHAT THEY FELT OR DEALT

Challenging Story

LISTENERS:

□ Give ANALYSIS IN 3RD PERSON.

“It seems bob experienced...”

“It seems bob felt...”

“I wonder why bob did...”

“I wonder why bob didn’t...”

“I wonder if bob...”

“I wonder what would happen if bob...”

Challenging Story

- Ask clarifying questions about the facts.
- Ask probing questions about what they felt or dealt.
- Give analysis in 3rd person.

SHARER:

- ▣ Reflect on experience of
 - Telling your story.
 - Sharing the facts and your reactions.
 - Hearing the analysis.

Active Listening & Empowering Questions



LUNCH



[Ted Talk](#)

Coaching Strategies



Basic Coaching Framework

Only those who want to be coached, can be coached. In a coaching conversation, the person being coached does most of the talking. Use your active listening skills, ask open ended questions, and be present to get them to provide the following:

- 1 Identify Purpose or Focus.**
What is the most important thing for them to focus on?
- 2 Identify Why? & Why now?**
Connect to their strengths and values.
- 3 Identify Challenges.**
Is this based on resources, fear or conscious?
- 4 Design a Plan for Results.**
AIM SMART
- 5 Design Accountability.**
How will they track results, recognize progress, create habits?

Be sure to acknowledge and validate their responses to keep them grounded in owning their plan. Your open ended questions will help the conversation move forward. The next page will provide you with specific questions to support those that come to you for support.

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Coaching Strategies

On a separate post it for each, write:

1. New project or goal for you or your team.
2. A project or goal you are midway through, but are stuck or you've hit a wall.
3. A project, goal, or action steps that you are about to experience, but are unsure about how it will actually work, or if it will work at all "this time."

3 Step Process

1. What is working well with this project? Or Tell me about a time when you did something similar *where you have been successful?*
2. Why is it/did it work well? What specifically about it made it work well? What qualities about you made it work?
3. How can you use your strengths and apply them to this goal/project?

Left Center Right

Coach Left

What past experiences helped you choose this goal? What about that worked (or didn't work) for you?

Coach Center

What are the short term effects? What's important about this happening now? How will this support your values?

Coach Right

Who is affected by what is being considered? How will the change affect other aspects of your life, others? What are the future implications for everyone involved? What are the mid and long term effects of the plan?

Evaluations

Please fill out an evaluation.

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