



COACHING THAT COUNTS

DEVELOPING PEOPLE WHILE DRIVING RESULTS

Mosaic Worx Leadership Labs



BUILDING YOUR LEADERSHIP COACHING SKILLS

“Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.”

— Sheryl Sandberg

The skill of effectively coaching employees is essential to your ability to help people develop to their fullest potential and motivate them to contribute at their highest level. Great coaches cultivate mindfulness and understand the importance of meeting the individual where they are when in a coaching relationship. This means being aware of individual nuances including personality styles, personal perspectives, intentions versus perceptions, and career/personal goals and expectations.

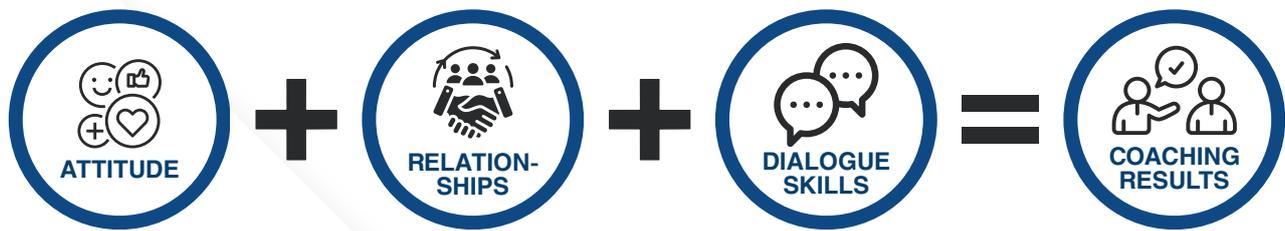
This practical, interactive workshop is designed to give you hands-on experience using coaching techniques in your work. You will learn and practice how to get into the coaching mindset and will be introduced to a toolkit of techniques for building a strong coaching relationship and engaging in effective dialogue. You will understand the foundations of effective coaching and why they matter, as well as learn to master coaching conversations using a five-step coaching model.

In Building Your Leadership Coaching Skills, you will use a Team Coaching Assessment Grid to assess strengths and opportunities of your team and determine what coaching conversations should be taking place with each team member. Key learning topics in the program include:

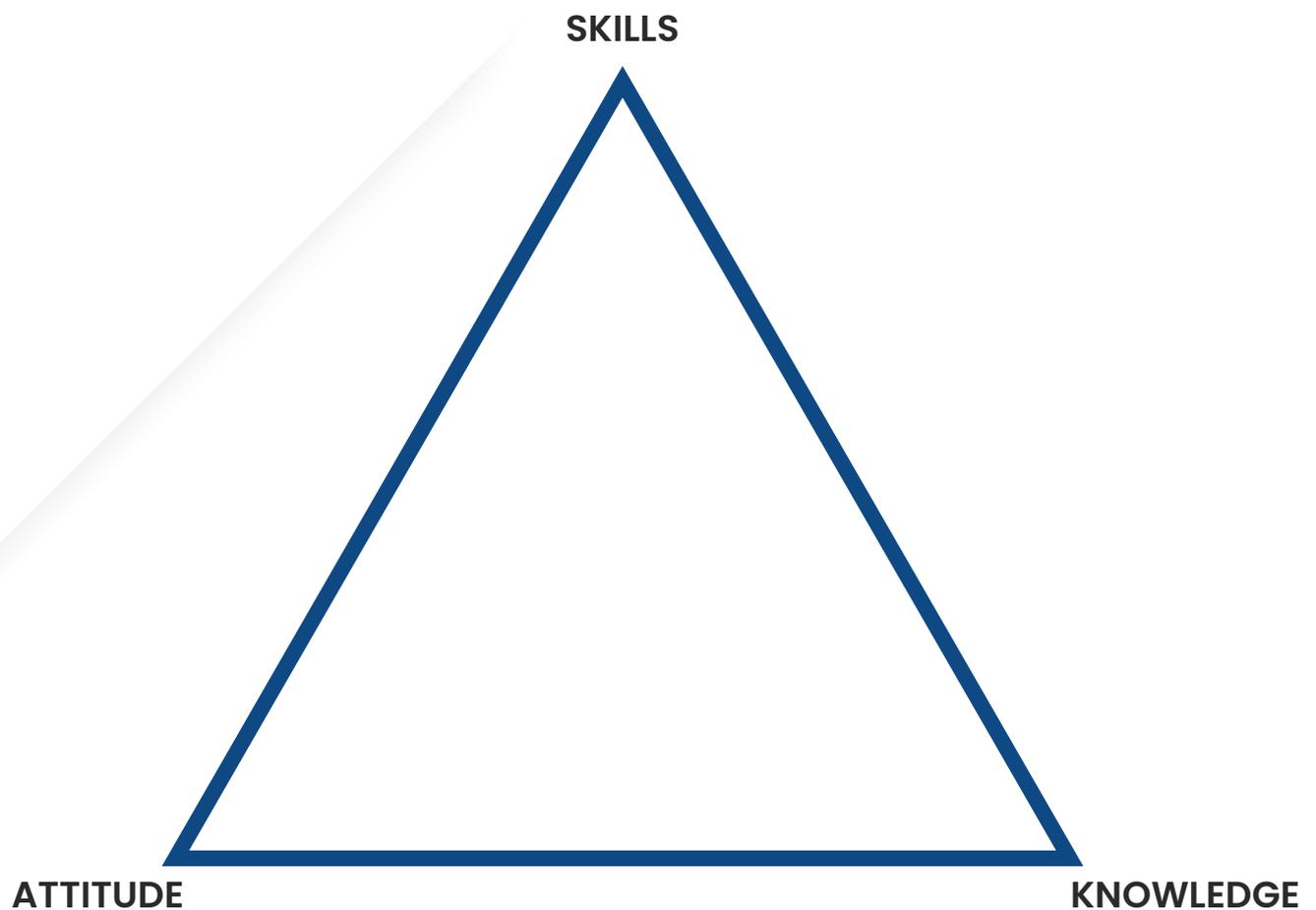
LEARNING OUTCOMES

- Understand what it means to be an impactful coach.
- Identify three key foundations of effective coaching.
- Explore your personal perspectives around coaching.
- Learn how to build a strong coaching relationship.
- Practice and apply several coaching dialogue tools.
- Learn how to master the coaching conversation.
- Build your Coach Action Plan.

FOUNDATIONS FOR EFFECTIVE COACHING



BEST COACH ACTIVITY



ATTITUDE AND OUR PERSONAL PERSPECTIVES

Perspectives Shape Our Attitude And Our Coaching Relationship

There are a variety of factors that can influence the perspectives you have about any situation. Your perspective impacts how you act or react at any given moment. Perspectives can also determine your attitude towards a situation and others and are formed or influenced by a variety of factors.

- Genetics
- Life experiences
- Birth order
- Culture
- Thinking
- Behaviors
- Core beliefs
- Values

EXPLORING YOUR PERSPECTIVES REFLECTION

What are potential factors you might need to be aware of that could influence your attitude when coaching employees?

Are there certain situations you tend to avoid or find difficult?

Are there certain behaviors that cause you to pass judgment based on past beliefs, values or experiences?

Do you have any biases that could impact your attitude when coaching employees?

SHIFTING PERSPECTIVES ACTIVITY

Learning To Shift Perspective Is A Key Skill That Makes Coaching A Successful Interaction

It all starts with your perspective and mindset. You can change everything with a simple adjustment.

Consider a difficult situation you are facing and answer the questions below:

What do I WANT?

What am I FEELING right now about this situation?

How am I ACTING or SHOWING UP?

What ASSUMPTIONS or STORIES am I making up about the situation or person?

KEY POINT: When questioning your perspectives about a given situation, you are taking accountability to ensure you will approach the situation with an open mind, the right attitude, and allow new opportunities for communication, growth and development to take place.

CULTIVATING INFLUENCE THROUGH RELATIONSHIPS

Observe-Assess-Adapt

OBSERVE



Observation/Sense

pay attention, recognize body language, questions being asked, and overall comfortableness about a situation to help you determine the best coaching approach.



Situational Assessment

gather as many facts about the situation as you can.



Ask Questions

ask clarifying questions and utilize paraphrasing and summarizing to determine if you have all the information and understand the situation clearly.

KEY POINT: *Having a pulse on how team members are doing provides important information to guide your coaching conversation. It also builds trust with your team when you pay attention to how they are doing and demonstrates high levels of care.*

ASSESS

Team members can be at different levels of awareness when it comes to their own skills and abilities.

Assessing their level of competence for handling different situations and tasks will help you adapt your approach and coach more effectively.

Most people start at unconscious incompetence. Coaching can help move the coachee through the four stages of competence.



Credited to: Gordon Training International by its employee Noel Burch in the 1970's

AWARENESS LEVELS TEAM INVENTORY

Upcoming Project:



How will this assessment impact your coaching approach?

CULTIVATING INFLUENCE THROUGH RELATIONSHIPS

Observe-Assess-Adapt

ADAPT

There are essentially two coaching approaches to use based on your observation and assessment.

Directive Approach (Advocacy)

This approach is most appropriate when a team member is new to the job role or task, asking for advice, needs to gain specific skills/knowledge to reach their goals or to turn around performance quickly, or is stuck and looking for an objective point of view.

- ✓ Provide specific descriptions of the behavior required or information to complete the task.
- ✓ Clearly identify the goal and standards to be met.
- ✓ Closely observe the employee when they perform the task and provide immediate feedback on their performance.
- ✓ Define procedures for completing activities.
- ✓ Monitor and control the process for completing activities.
- ✓ Evaluate progress and report results in a timely manner.

Facilitative Approach (Inquiry)

This approach helps an employee use their own internal resources to solve problems and develop skills and knowledge. By asking concise, open-ended questions, listening closely, and guiding the employee toward where to look for answers, the facilitative approach draws out the employee's innate abilities and empowers their self-development.

- ✓ Encourage the individual to identify what's necessary to meet motivational needs.
- ✓ Involve the employee in problem solving and goal-setting.
- ✓ Ask the employee to develop an action plan and process to improve performance.
- ✓ Provide support, resources, and ideas when requested to do so.
- ✓ Facilitate the employee's problem-solving and decision-making processes.
- ✓ Negotiate next steps and quality standards.
- ✓ Work together to identify the criteria and time frame that will be used to evaluate performance and results.

PERSONAL ASSESSMENT

Questions to Consider

When do I need to adapt to a directive approach?

When do I need to adapt to a facilitative approach?

What is my natural tendency?

What consequences does my natural approach have on my team and/or my peers?

How am I creating time for building relationships?

Where do I need to cultivate more effective working relationships? What action will I take?

DIALOGUE SKILLS

Effective coaching requires ongoing dialogue about performance, results and behavior. Use these dialogue tools to help you engage in coaching conversations that make a difference:

1. Ask Open Ended Questions

Open-ended questions encourage the coachee to explore both feelings and facts for insights and give more information. Open-ended questions begin with:

Who? When? Where? What? Why? How?

2. Avoid Closed-Ended Questions

Closed-ended questions help you zero in on specifics. They generally can be answered in one or two words usually with a “yes” or a “no”.

3. Use Clarifying Questions or Statements

Clarifying questions or statements are based on what you believe is the most important idea or feeling coming from the coachee. The advantages of using these kinds of questions or statements are:

- You prove you understand what the employee said.
- You encourage the employee to keep talking and express themselves further.
- Misunderstandings are generally avoided.

Examples:

- *“From your point of view...”*
- *“It seems to you...”*
- *“So, you’re suggesting...”*
- *“I can see you’re really frustrated about...”*

MASTERING THE COACHING CONVERSATION

5-STEP COACHING MODEL



Steps	Goal	Coaching Questions
Coaching Questions	Clarity and agreement	<p>What would you like to work on, improve or develop?</p> <p>What do you need to work on, improve or develop?</p> <p>What's the change you want to create?</p>
Align on Goals	<p>Clarify vision and goals</p> <p>Agree on topic for discussion</p> <p>Agree on specific objectives for the coaching conversation</p>	<p>What do you want to achieve?</p> <p>What is your vision for what you want to change?</p> <p>Why is it important to you or your role?</p> <p>What impact do you want to have?</p> <p>What behaviors do you want to adopt?</p>

MASTERING THE COACHING CONVERSATION

5-STEP COACHING MODEL

Steps	Goal	Coaching Questions
<p>Assess Gaps</p>	<ul style="list-style-type: none"> Invite self-assessment Draw out what makes this an issue Identify gaps and impacts Challenge assumptions Offer specific examples of feedback 	<ul style="list-style-type: none"> What are you doing now? Who is involved? What impact or effect is this having on others? What have you done so far? What have been your results? What's working? What's not working? What's holding you back or getting in the way? What's most important here?
<p>Address Options</p>	<ul style="list-style-type: none"> Design strategy and success measures to reach vision or goals Cover full range of options Invite suggestions Offer suggestions carefully How will we know it's working? Ensure choices are made, rate interest level in choices 	<ul style="list-style-type: none"> What have you thought of so far? What options do you have? How could you achieve this change? What experiments could you try? Who has done this well that you could model? What are the advantages and disadvantages of each idea?

MASTERING THE COACHING CONVERSATION

5-STEP COACHING MODEL

Steps	Goal	Coaching Questions
Commit to Act	Gain commitment to action Identify possible obstacles Make steps specific Agree on support	What option will you commit to do? Who needs to know your plans? When will you do this by? What is your level of willingness to take this step? What help do you need from me? When should we follow up?
Adjust for Impact	Evaluate results Recognize impacts Adapt and adjust	What was the results you expected? What actually happened? What worked? What didn't? What are you excited about or proud of? Where did you struggle? What would you do differently next time? What additional support do you need from me to try something new? What will you try now?

MASTERING THE COACHING CONVERSATION PRACTICE

The Opportunity – I would like to be coached on:

Align on Goal – My goal is:

Assess Gaps – My reality is:

Address Options – My options are:

Commit to Act – I will commit to:

COACHING CONVERSATION OBSERVER FEEDBACK

Questions from the Observer to the Coach:

What do you think you did well in the coaching conversation practice?

If you had a chance to do it over again what, if anything, might you do differently?

Feedback from Observer to the Coach:

What I thought you did well during the coaching conversation was:

Opportunities where you could have asked more coaching questions to dig deeper:

Places where you asked leading questions or moved on too quickly:



TEAM COACHING ASSESSMENT GRID



TEAM COACHING ASSESSMENT GRID

The purpose of the team coaching assessment is to assess the strengths and opportunities of your team and determine what coaching conversations should be taking place with each team member. Remember to assess first, then coach. You'll be a better coach if you can identify what your team needs from you first.

1 = low, 10 = high

Team Member Name	Performance how effective are they at getting results? (1-10)	Development what is their potential for career growth? (1-10)	Relationships how effective are they at building trust? (1-10)	Coachability what is their level of willingness to be coached? (1-10)	Score

Score 28-40 = High Performer. Always use a facilitative approach to coaching. Coach on career growth opportunities. Focus on building stretch goals and provide chances to lead.

Score 20-27 = Moderate/High Potential. Coaching and support is essential for this group. Focus on what motivates them, build confidence and work together on a development plan.

Score 4-19 = Low Performer. Be more directive when coaching on performance issues. Provide additional training. Focus on discovering career aspirations and goals. Determine if right job fit/role.

LEADER COMMITMENT TO ACTION



In today's workshop, I learned about the power of coaching and how to build my leadership coaching skills.

I assessed my perspectives, what coaching approach I naturally use, learned new dialogue tools, and practiced having a coaching conversation. Today I am making a personal commitment to take action on improving my coaching skills so that I can help my employees reach their fullest potential.

Name: Date:

1. My top three areas of greatest opportunity are:

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2. Key steps I need to take to improve in each area listed above:

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3. What support will I need from others? Who will I ask?

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4. How will I know that I have been successful in improving? What change will I notice?

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