

COACHING FOR IMPROVED PERFORMANCE



Creating a Coaching
Environment

Our Objectives Today



1. What do you think of when you think of a coach?

2. How do you think coaching can benefit you and your organization?

Effective Communication between employees and senior leadership ranks among the top five "very important" aspects of job satisfaction, as reported by employees and HR professionals.

31% of survey participants in a large metropolitan community reported that not being clear about expectations in management-worker relationships is one of the most stressful aspects of their work.



2019 Study found 80% of employees were stressed due to ineffective organizational communication

Exercise

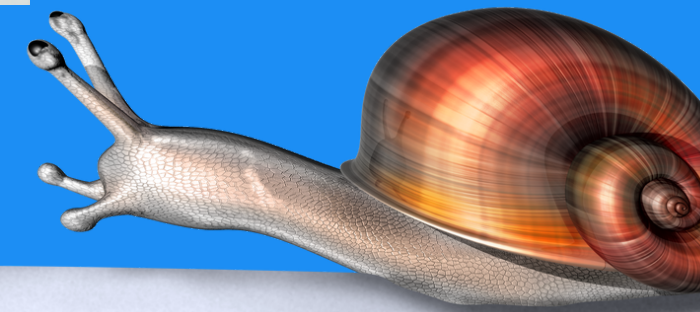
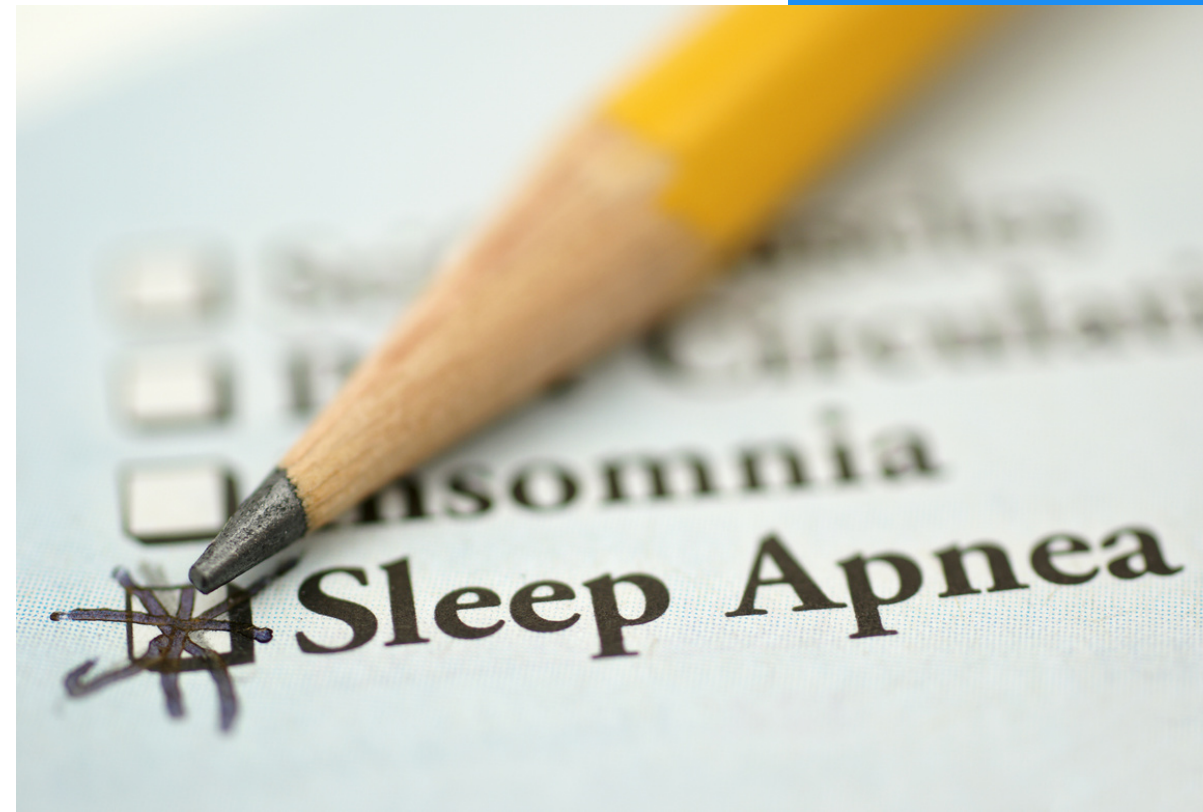
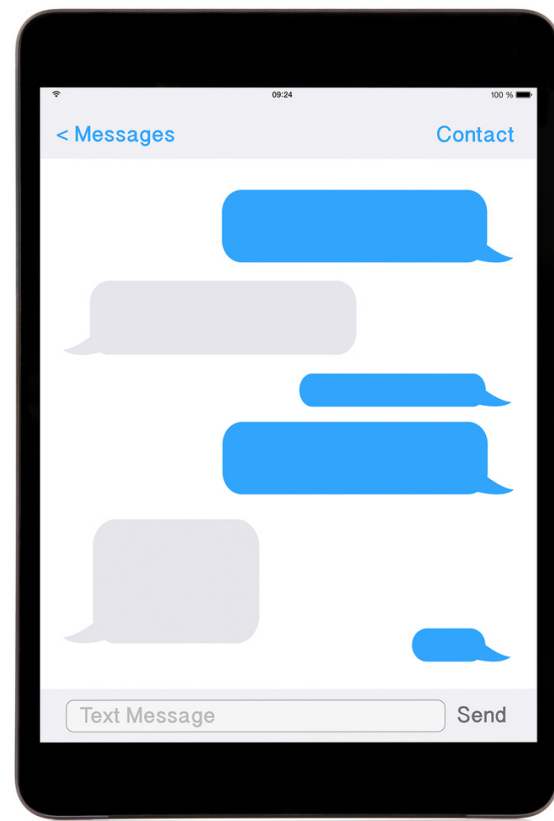
**In the past week, how many
different ways have you
communicated with others at work?**

Personally?

Perception Experience Share

Y







Effective Communication



How to get
an idea from
my brain
to your brain
so you
INTERPRET it
the way I
INTENDED it?

Think of a recent miscommunication:

- What was the situation?
- How long was it until you knew it was a miscommunication?
- How did you feel when you knew?
- What were your thoughts?
- What did you do as a result of those thoughts?
- How did you feel afterwards?
- What did you do differently the next time?



PERCEPTION

Is NOT necessarily factual, but is one's REALITY

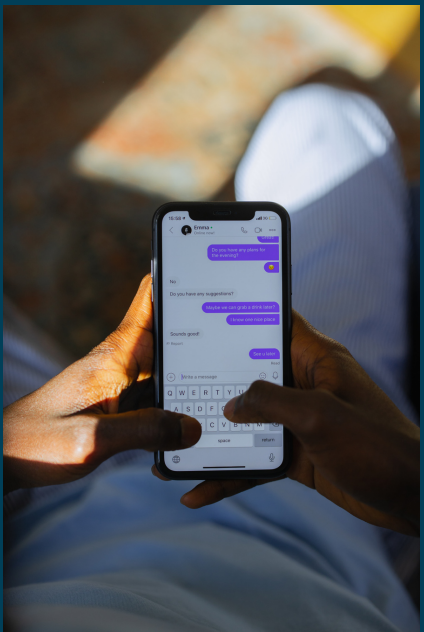


Perception Key Points

- We all have unique and different experiences, cultural backgrounds, belief systems, and values
 - These are all valuable
- It is important to note when one perceives something differently, it does not mean it is "bad" or "wrong" - it is a different perspective to take into account and we can learn
- Two people can view or hear the exact same event and have different takeaways.
- We do not always see things the same way, even though we think we do



Types of Communication



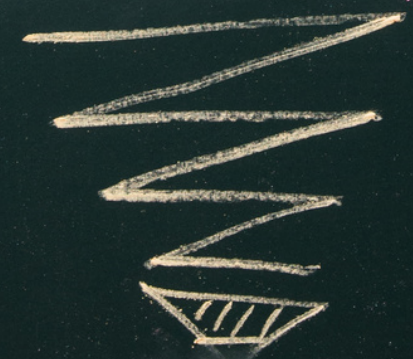
VERBAL

NON-VERBAL

**"A good leader is
a person who
takes a little
more than his
share of the
blame and a little
less than his
share of the
credit."**

— John C. Maxwell

coach
development
idea business
LEADERSHIP
Problem Vision
Plan Success
education
Solution



Questions for Reflection

- How do you make difficult decisions?
 - How much time do you need?
 - How much time do you get?
 - What is your tolerance for risk?
 - How do you view employees & colleagues who have a differing risk tolerance?
 - How do you react to frequent and/or major change?
 - How willing are you to admit when you are wrong?
 - How long does take you?
 - How do you communicate it?
 - How much do you trust others to get the job done?
 - What percentage of the time do you keep your word?
 - How do you respond to others when you are under pressure?
-

How to GIVE Feedback?

How to RECIEVE Feedback?



FEEDBACK

How do you like to give feedback?
How do you like to receive feedback?

Feedback Key Points

Giving

- Stick to the facts
- Talk problem, not person
- Know your audience
- Gain an understanding through asking targeted questions
- Make Time

Receiving

- Listen
- Practice Emotional Regulation
- There's an opportunity here
 - Grow
 - Learn
 - Explain
 - Connect



Authenticity

- What does authentic leadership
 - Sound like?
 - Look like?
 - Feel like? (from leaders & employee)

Think of a time someone in authority was not authentic

How did that impact your relationship with them?

What did you do about it?

How has that molded how you are as a leader?

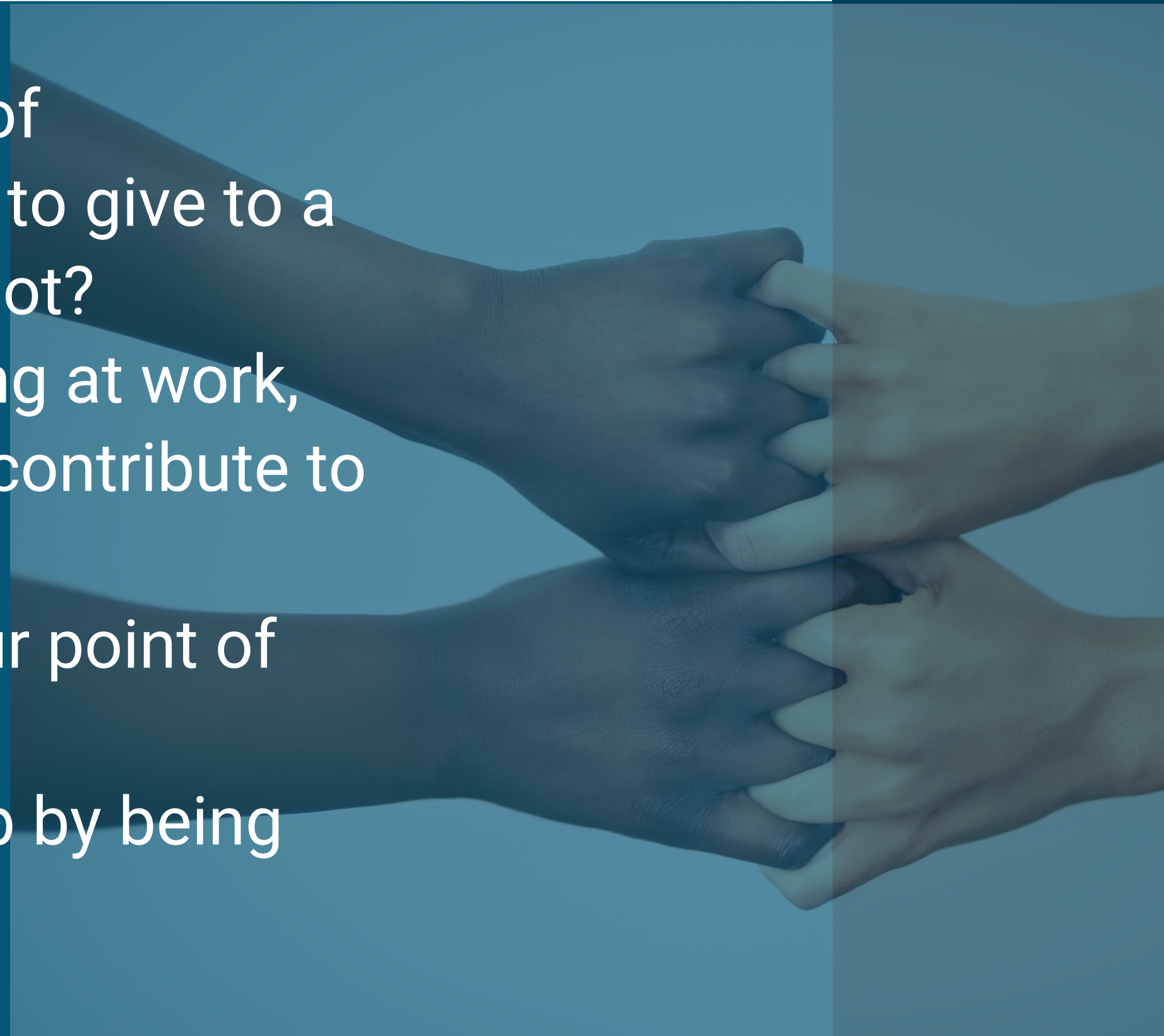


UNTRUSTWORTHY



GENUINENESS

- What examples, if any, can you give of constructive feedback that you want to give to a colleague, but have not given? Why not?
- What conflicts, if any, are you avoiding at work, even though you have something to contribute to the issue?
- How can you appropriately assert your point of view?
- How can you strengthen a relationship by being more authentic?



LISTENING

CRITICAL Skill for EFFECTIVE Communication

Hear What
People Are
Really Saying

Think of a time you felt heard

Not agreed with, HEARD

How did you know? Feel?

Now, think of a time you felt unheard

How did you know? Feel?



Active Listening Tips

Body Language



Self-Awareness

Paraphrasing



In Your Words

Check-In



Is That Right?

Clarify



Get Clarity

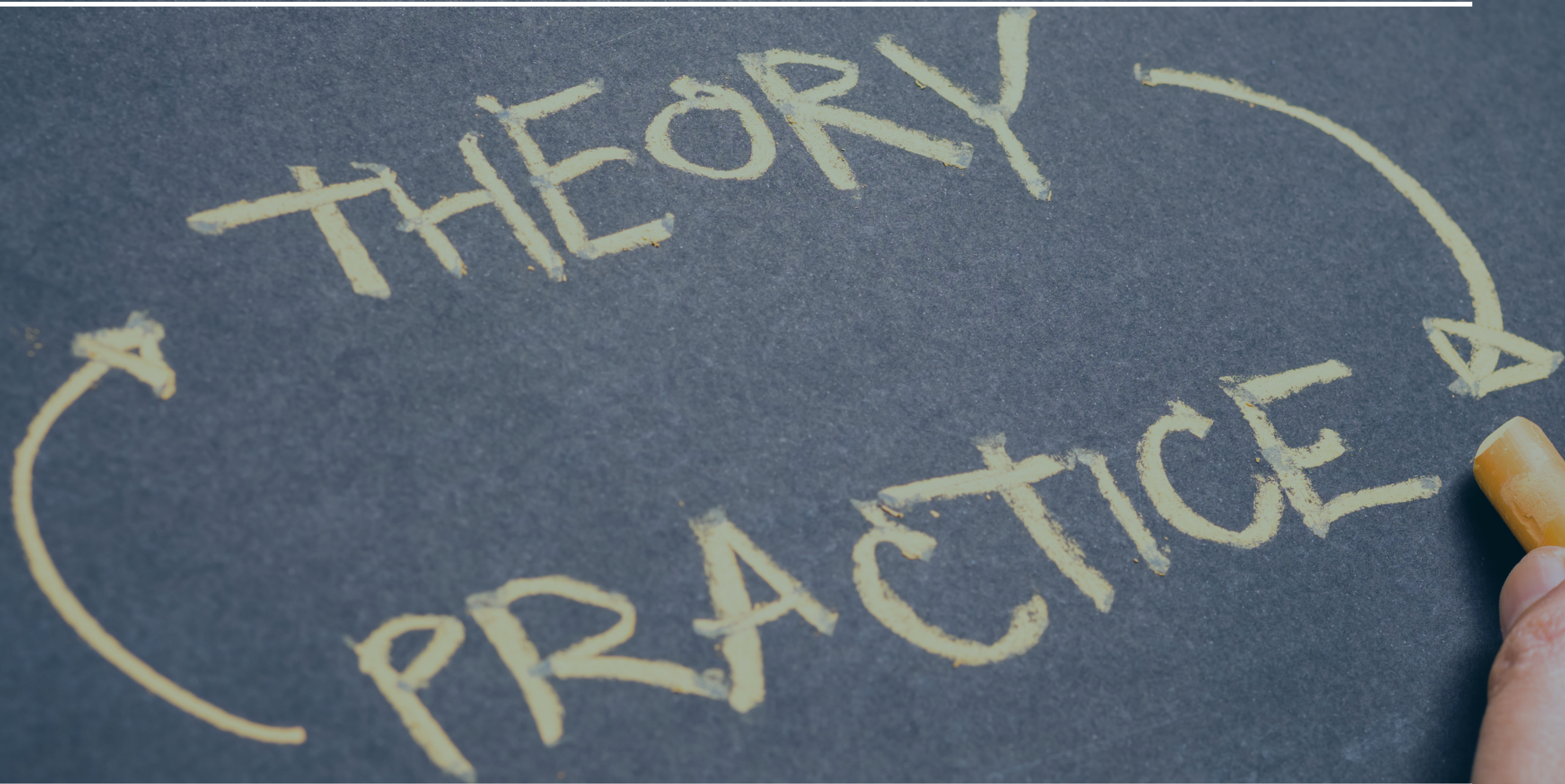
Active Listening Steps

- Create a Safe Environment
 - Draw the other person out
 - Use door openers: "could you explain," or "tell me more"
 - Actively acknowledge: "I see," "yes," "go on"
- Become Actively Involved (non-verbal)
 - Focus your COMPLETE attention on the speaker
 - Make eye contact
 - Smile (be aware of your natural state)
 - Maintain open, relaxed posture
 - Sit or stand squarely
 - Lean forward
 - Tune out distractions

Active Listening Steps (cont)

- Avoid the Temptation to Evaluate (so you can listen)
 - Be aware of judgments & biases
 - Be aware of critical thoughts
- Search for Meaning
 - Decode the message
 - Perceive the speaker's feelings
 - Discover the real message
- Confirm Your Understanding
 - Acknowledge, Restate, Paraphrase
- Bring Closure
 - Summarize
 - State your position (if appropriate)
 - Agree on actions to be taken (as necessary)

THEORY
PRACTICE



55% FACIAL
EXPRESSION/BODY
LANGUAGE



Believe

7% WORDS

38% TONE OF VOICE

1. Balance of Listening & Talking

Effective

2. Check Perceptions

4. Ask Clarifying Questions

Communication

3. Test Assumptions

Improving the Overall Capability of Leaders

If your organization could improve the overall capability of your managers,

What one skill area would have the biggest impact on the organization's overall performance?

Having candid dialogue: 31%



What's the COST of
TURNOVER?

Turnover Cost Formula

ANNUAL SALARY

\$40,000

Replacement cost @ 150%

\$60,000

40-Employee Company with
10% Turnover

x 4

TOTAL COST PER YEAR

\$240,000



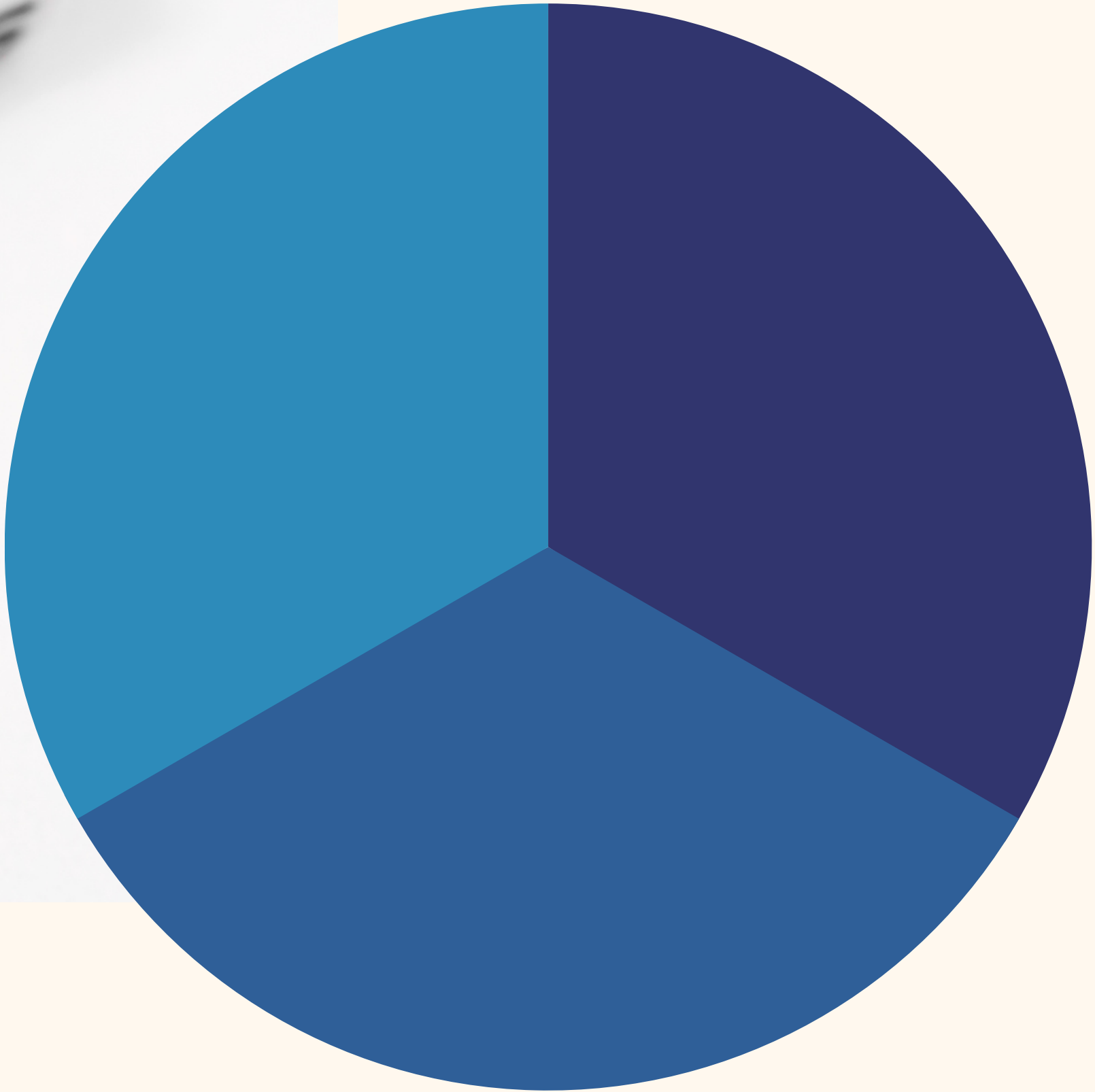
**Growth
and
Development**

**Performance
rather than
Development**

**Achievement
of
Work Tasks
Priorities**



Communicate
33.3%



Establish Goals
33.3%

Coach & Mentor
33.3%

Coaching is ...

```
graph LR; A[Ongoing Process] --> B[Different from Training]; B --> C[Involves Behavioral Change]
```

Ongoing Process

Different from Training

Involves Behavioral Change

Skills, Qualities, & Characteristics of Effective Coaches

- Patience
- Enthusiasm
- Honesty & Integrity
- Friendliness
- Genuine Concern for Others
- Self-Confidence
- Fairness

- Consistency
- Flexibility
- Resourcefulness
- Influence & Power
- Courage to Speak Up
- Courage to Speak the Truth

Skills for Effective Coaches

- Communicating Information
- Questioning & Challenging
- Establishing Priorities & Expectations
- Analyzing

- Listening & Supporting
- Setting Goals & Objectives
- Relating to People at all Levels
- Planning & Organizing

Coaching Model

Step 1: What is the current situation? Get agreement that a problem exists

Step 2: What are the options? Mutually discuss alternative solutions

Step 3: Mutually agree on action to be taken to solve problem

**Step 4: Accountability
Follow up to measure results**

**Step 5: Acknowledgement
Reinforce any achievement when it occurs**



4 Critical A's of Coaching

Active Inquiry

Appreciative Inquiry

Acknowledgement

Accountability

Active Inquiry

Foundation of a coaching conversation

The practice of asking powerful open-ended questions

Inquiry helps you understand a situation, and often helps your employee resolve an issue on their own

Active Inquiry: Questions

How long has this been a problem?

What is it costing you?

What has worked and what hasn't worked?

What do you think is the root cause of the problem?

What beliefs do you have about the situation?

Appreciative Inquiry

- **Builds upon the positive aspect of human nature**
- **We work best when our strengths (gifts) are noticed and utilized**
- **We work best when conditions for exceptional performance are enhanced**
- **We each need to be seen as essential to the group. If we "lift up" meaningful contributions, it creates a compelling guiding image for others**
- **We build energy for others when people can express and experience their "full voice" about good, better, possible**

Appreciative Inquiry: Questions

What's worked/working that you can build on?

What becomes possible once you overcome this challenge?

Who do you want on your team in order to solve this problem?

What's a small success you can achieve with one step forward?

Accountability

- **Help employee stay accountable for their goals**
- **Questions to Ask:**
 - **Is this goal important to you?**
 - **I appreciate the goals we have been achieving; however, it seems like progress has slowed down the last month. What do you think/believe has slowed your progress?**

Accountability Questions

- What is our shared goal?
- What's our ultimate purpose with this goal?
- What does success look like?
- How will we measure your success?
- What steps must we take to get there?
- What piece of this will you own?
- How will we hold ourselves accountable?
- How will we respond if things go off-course?

Acknowledgement

- **CELEBRATE** a small or large achievement
- **Acknowledge vulnerability & willingness**
- **Reflections:**
 - **I want to say that I really respect and admire ...**
 - **What were their contributions to the success of the goal?**
 - **What is going on that they are not willing to acknowledge their success?**

Active Inquiry	Appriciative Inquiry	Accountability	Acknowledgement
How long has this been a problem?	What's worked/working that you can build on?	Why is this goal important to you?	I want to say that I really respect and admire ...
What is it costing you?	What becomes possible once you overcome this challenge?	What do you see has slowed your progress?	You made some great decisions leading that project last month!
What has worked and what hasn't worked?	Who do you want on your team in order to solve this problem?	What do you feel responsible for? What is out of your control?	You are an exceptional decision-maker. A great example was ...
What do you think is the root cause of the problem?	What's a small success you can achieve by taking one step forward?	How would you like me to hold you accountable?	What were their contributions to the success of the goal?
What beliefs do you have about the situation?	What are the main elements contributing to the success of this goal?	How have you demonstrated ownership of this?	What is going on that they are not willing to acknowledge their success?
What outcome would be ideal?	What do you value most about being a part of this team?	How do you want me to approach you if you don't follow through?	
What do you want to change?	What do you see as the 3 most desirable things about our team that we can build on for success?	What would be a good way to bring this up?	

Possible Topics:

- How to begin a coaching session? How to approach someone with the intent of having a coaching session?
- How do you coach someone who is older than you?
- How to have a conversation with a staff member when they are complaining about other staff members?
- How do I address the issue of unapproved overtime and time management?
- My staff tell me I am a micro-manager.
- How do you hold people accountable and still maintain respect?
- How do you manage an employee who is confrontational and disrespectful?
- How do I instill trust in my team?

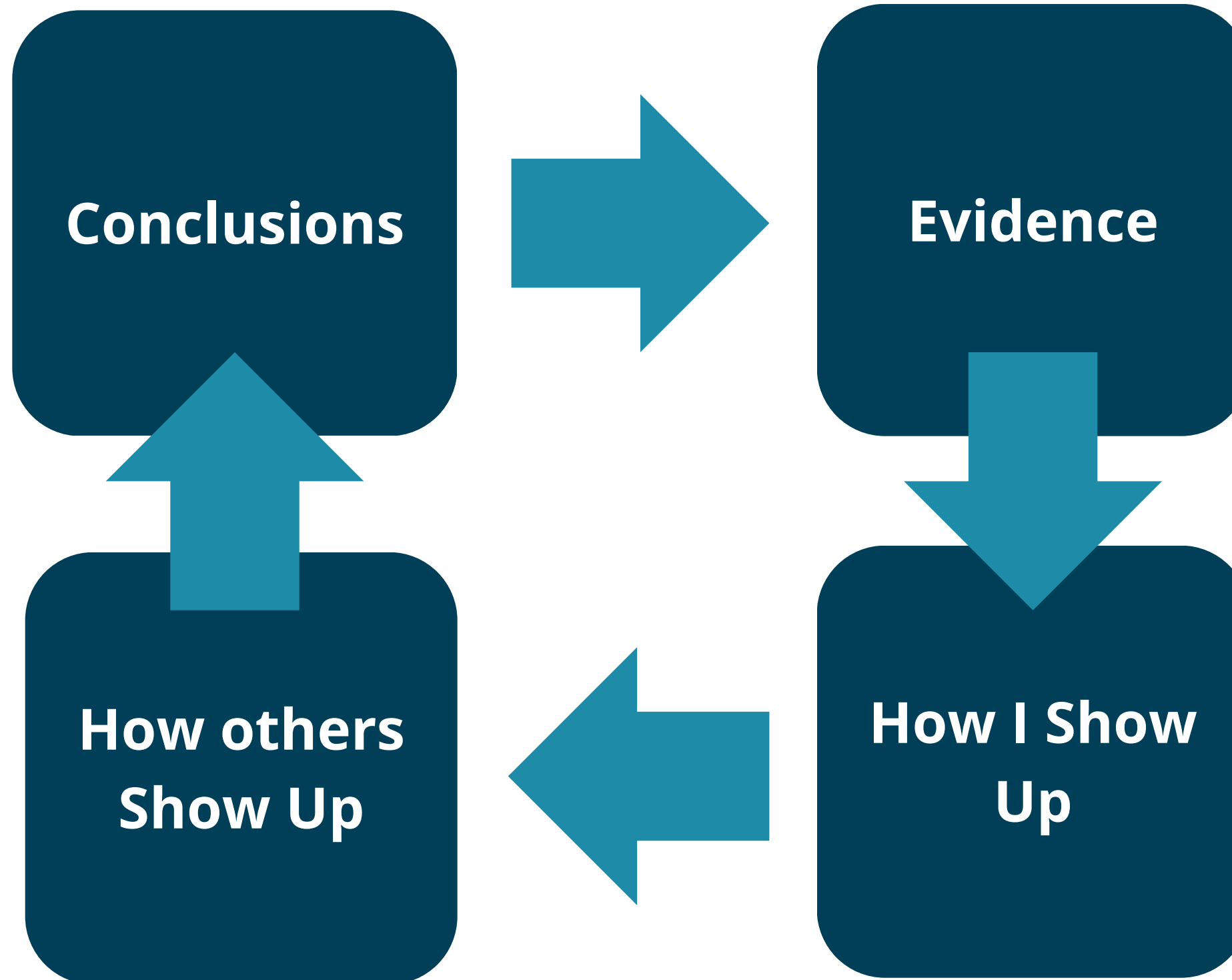
Perceptual Coaching

- **Extremely powerful process that changes the automatic thinking and perceiving patterns of your staff member**
- **Examples:**
 - **I can't trust anyone**
 - **It needs to be perfect**
 - **I need to be right**
 - **I don't have enough ... (time, money, etc.)**

Foundations Principles of Perceptual Coaching

- **Perceptions guide how we think and act**
- **Some perceptions support us other hold us back**
- **Some have served us up until this point**
- **Perceptions are deeply held and have been ingrained over many years**
- **Perceptions that don't serve us have costs**

4 Box Model



4 Box Model & Limiting Beliefs

- **Listen for:**
 - **Over generalizing**
 - **Should, must, have-to**
 - **Fortune telling or jumping to conclusions**
 - **All or nothing thinking**
 - **Labeling**
 - **Discounting the positive**
 - **Guilt, blame or shame**

Perceptual Coaching Process

- Recognize and acknowledge/appreciate the perceptions/beliefs the employee has that do support their goals**
- Identify places where perceptions seem to be limiting their effectiveness**
- Choose one perception to work on at a time**
- Conduct an inquiry to get at the costs of the perception**

Phase 1: Perceptual Coaching

- **What situations have come up where this perception got in the way? How?**
- **How is this impacting your life outside of your work? (health, sleep, relationships, etc)?**
- **What emotions (anger, fear, sadness, frustration, disconnection, etc) are you experiencing?**

Phase 2: Perceptual Coaching

- **Carry that perception out in time**
 - **If you don't do anything right now, what will the cost be in 6 months, 1 year, 3 years?**
 - **How will that impact your career / personal goals?**
 - **Relationships? Health? Etc...**
- **Choose a replacement that is empowering, but does not compete with old belief**

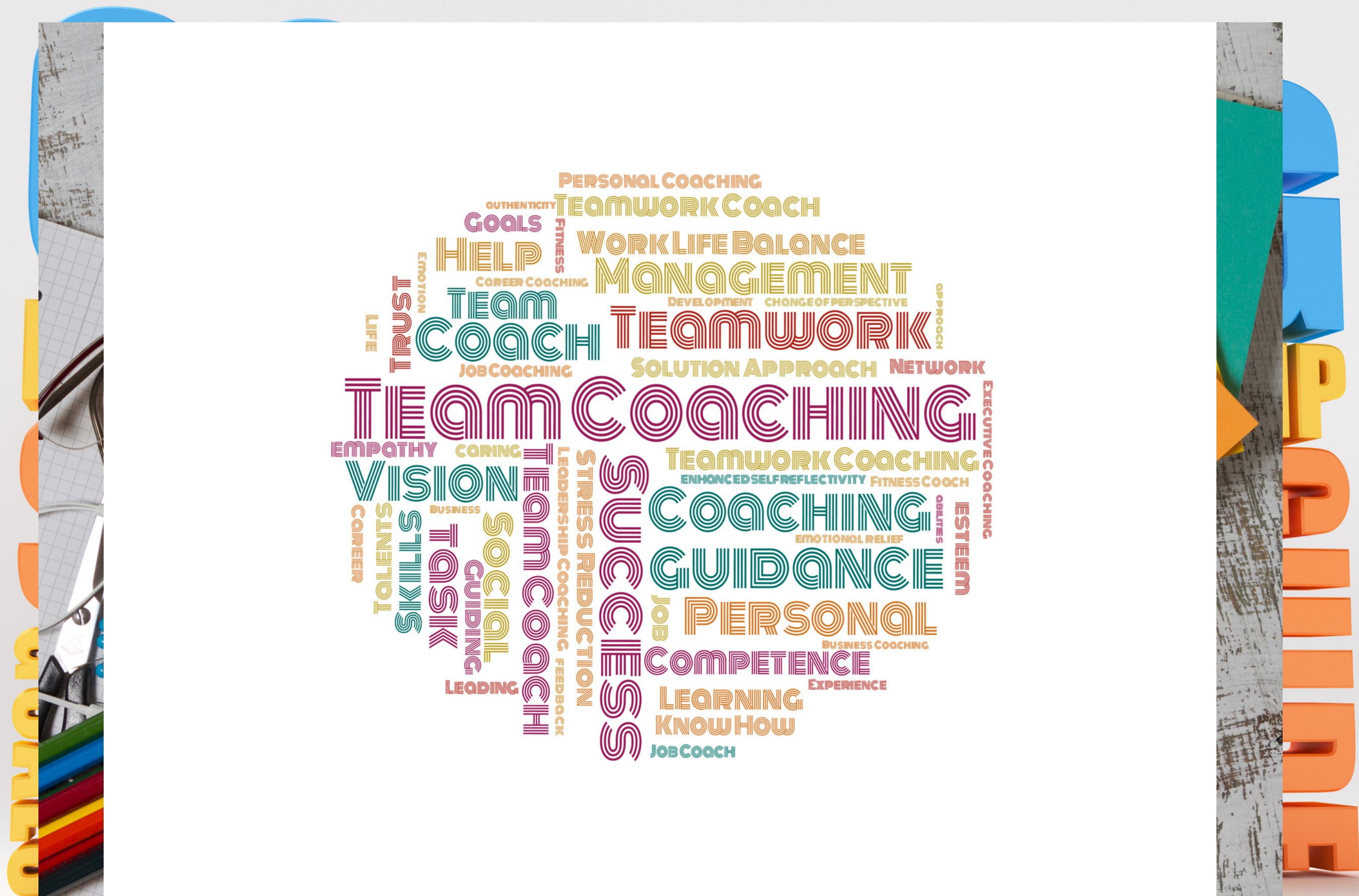
Perceptual Coaching Continued

- **Go through benefits of the new perception/belief now and in the future by using If/Then exercise:**
 - **If I do this ..., Then ...**
- **Questions to Ask:**
 - **If you change this, what happens? What does it mean to you? Your team? Spouse? Family?**

Perceptual Coaching Continued

- **Make new perception/belief a habit:**
 - **Preplanning a mental rehearsal**
 - **Journaling to record thoughts, feelings, & results**
 - **Self-talk (positive affirmations)**
 - **Acknowledging success**
 - **Talk about success and failure to keep on track**
 - **Takes 90-120 days + to make a lasting change**

PERSONAL COACHING
TEAMWORK COACH
GOALS
HELP
WORK LIFE BALANCE
MANAGEMENT
TEAM COACH
TEAMWORK
TRUST
LIFE
EMOTION
CORING
VISION
SOCIAL COACH
SKILLS
TASKS
LEADING
JOB COACHING
SOLUTION APPROACH
NETWORK
EXECUTIVE COACHING
TEAMWORK COACHING
ENHANCED SELF REFLECTIVITY
FITNESS COACH
COACHING
GUIDANCE
PERSONAL
COMPETENCE
LEARNING
KNOWHOW
JOB COACH
EMOTIONAL RELIEF
ESTIEM
BUSINESS COACHING
EXPERIENCE
LEADERSHIP COACHING
FEEDBACK
STRESS REDUCTION
JOB
BUSINESS
CAREER
TALENTS
STRENGTHS
EMPATHY
TRUST
LIFE
EMOTION
CORING
VISION
SOCIAL COACH
SKILLS
TASKS
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ESTIEM
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EXPERIENCE
LEADERSHIP COACHING
FEEDBACK
STRESS REDUCTION
JOB
BUSINESS
CAREER
TALENTS
STRENGTHS
EMPATHY



Coaching the Team

- Knowledge & Experience are your team's most valuable asset



The Power of Optimism

- **Optimistic Team Members**
 - Explain set backs as temporary, specific, and where appropriate, externally caused
 - Do not view the event as long-lasting or permanent
 - Believe event can be corrected and refuse to catastrophize
 - It is a single event with a specific negative impact
 - They only own the result if they should (within their control)

Pessimism At Work


- **Explain setbacks as permanent, pervasive, and personal**
- **Believe the negative setback is long-lasting**
- **Globalize the setback and believe the worst is going to happen, it's just a matter of time**
- **Believe they are responsible for the barriers, even when they are not**
- **Tend to play the setback on repeat in their minds**





TEAMS

- Reflect the attitudes, beliefs, and mindsets of the individual team members

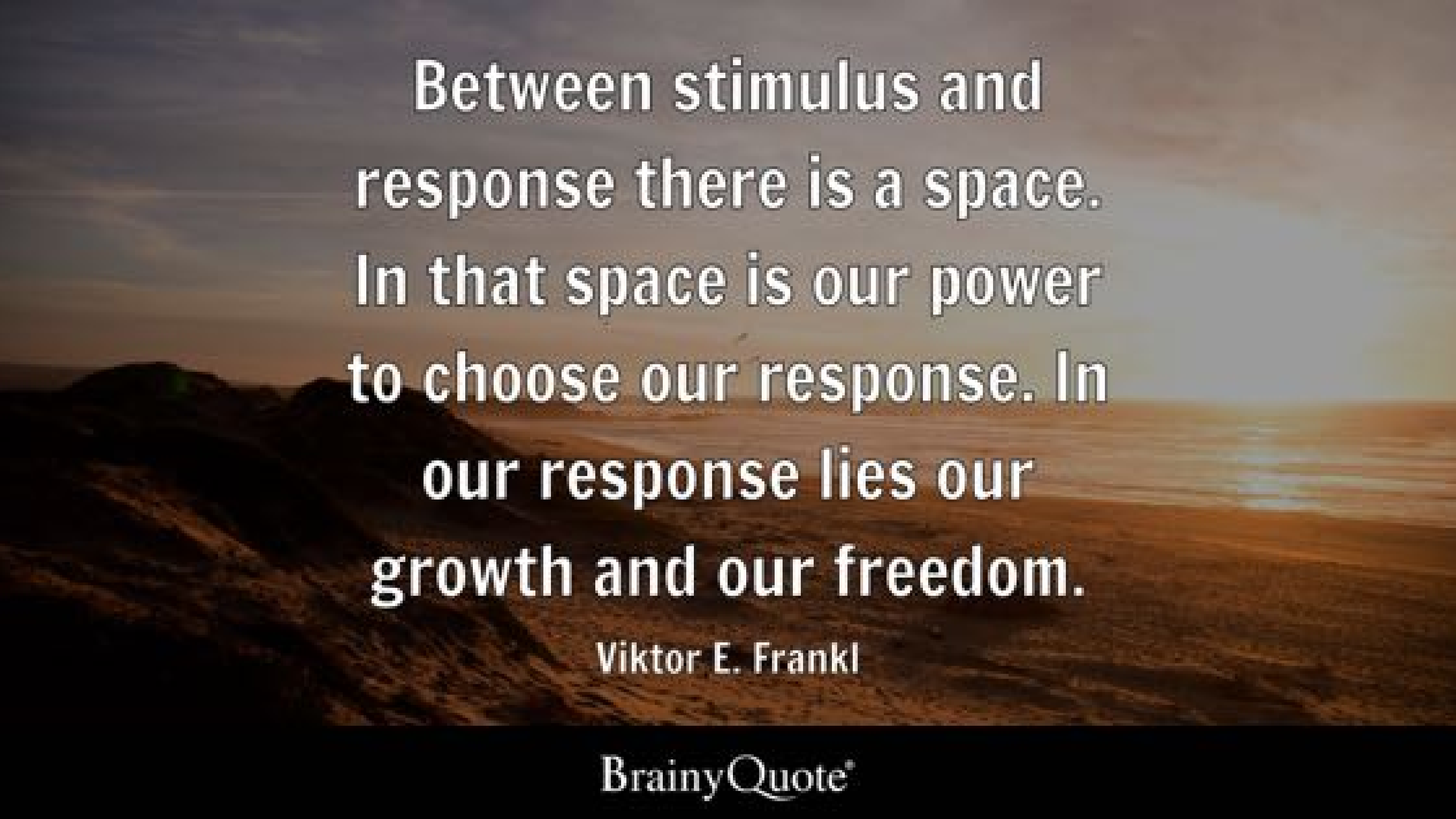
A hand holding a rectangular piece of brown cardboard with the word "CHOICE" written in black, bold, sans-serif capital letters. The hand is positioned at the bottom left, holding the sign. The sign is centered in the frame. Surrounding the sign are several colorful arrows drawn with chalk on a dark, textured background. The arrows are in various colors: yellow, orange, white, red, blue, purple, pink, green, and cyan. They point in various directions, some towards the sign and some away from it, creating a sense of multiple paths or options. The background is a dark, textured surface, likely a chalkboard, with some faint, larger-scale patterns or textures visible.

CHOICE

The Power of Choice

Man does not simply exist, but
always decides what his
existence will be, what he will
become in the next moment...

Viktor E. Frankl

A sunset over a beach with mountains in the background. The sky is a mix of orange, yellow, and blue. The beach is dark and sandy, with waves breaking in the distance. The mountains are dark and silhouetted against the sky.

Between stimulus and
response there is a space.
In that space is our power
to choose our response. In
our response lies our
growth and our freedom.

Viktor E. Frankl

BrainyQuote®

Explanatory Style

- **Composed of team member's automatic thoughts**
- **They must understand that they can change the way they think about their setbacks and successes**
- **Pessimistic teams can change their habitual explanatory style by first becoming aware of these automatic thoughts**

Optimistic Questions

- **Coaching technique you can use when a team experiences a setback**
- **Any question that causes the team to reflect and think about the things they want to have happen.**
 - **What can you do that's in your control?**
 - **What's going well?**
 - **What has worked well in the past? How can you apply it to the current circumstance?**
 - **What did you learn from this that helps you going forward?**
 - **What can we do to make this better?**

I Can't

Peer Models

- **Demonstrate continual Improvement**
- **At first, performance is flawed, but over time they improve on the sequential steps, the strategies for overcoming obstacles, and the thought process necessary for success**
- **Convey how persistence can lead to success**



Mastery Models

- **Demonstrate successful execution of a specific task**
- **Demonstrates proper sequential steps**
- **The strategies for overcoming obstacles**
- **The thought process necessary for success**



Social Persuasion

- **A leader needs to convince a group that a big change in direction is necessary & achievable**
 - **Managers can take the wind in their faces and make it wind in their sails by speaking not just of what will be gained by moving but also of what will be lost if people fail to move." - Daniel Kahneman**
 - **The other place people look is to PEERS. If a couple of people are holding back a team meeting - do not focus attention on them, instead focus on those who are FOR the change.**

The Fastest Way to Improve

The most severe complaint about team leadership from team members, involves leaders who are unwilling to confront and resolve issues associated with inadequate performance by team members.

- Carl Larson & Frank LaFasto

Teamwork: What Must Go Right / What Can Go Wrong

Conclusion

- **Coaching provides the ability to:**
 - **Improve and sustain results**
 - **It can add significantly to the transfer of training by implementing the art of active and appreciative inquiry:**
 - **What will that concept look like when you actually apply it on the job?**
 - **How did that work for you?**
 - **Coaching gets people into dialogue and moves the dial on goals!**

What Are Your Action Items?

KEY TAKE AWAYS:

HOW YOU PLAN TO USE THEM:



COMMITMENT

Your Commitment

What is one specific step you will take in the next month on your leadership journey?

Thank you!!!

Nicole Winkler

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