

Creating a Coaching Environment

To Strengthen Yourself and Your Organization



Today's Objectives

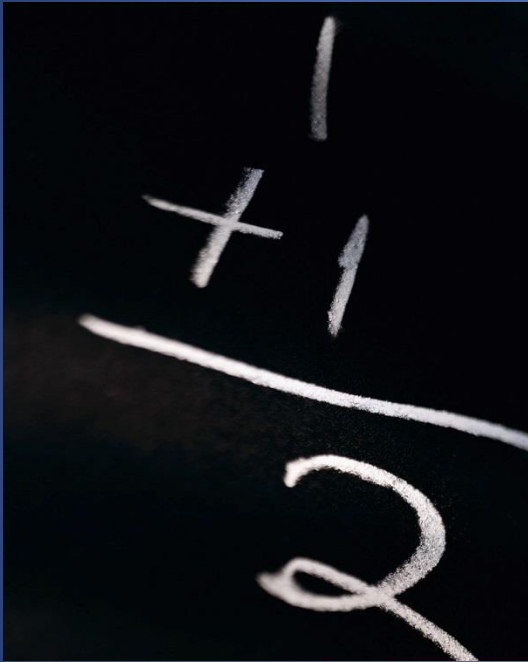


Effective
Communication

Coaching:
Individual

Coaching:
Organizational

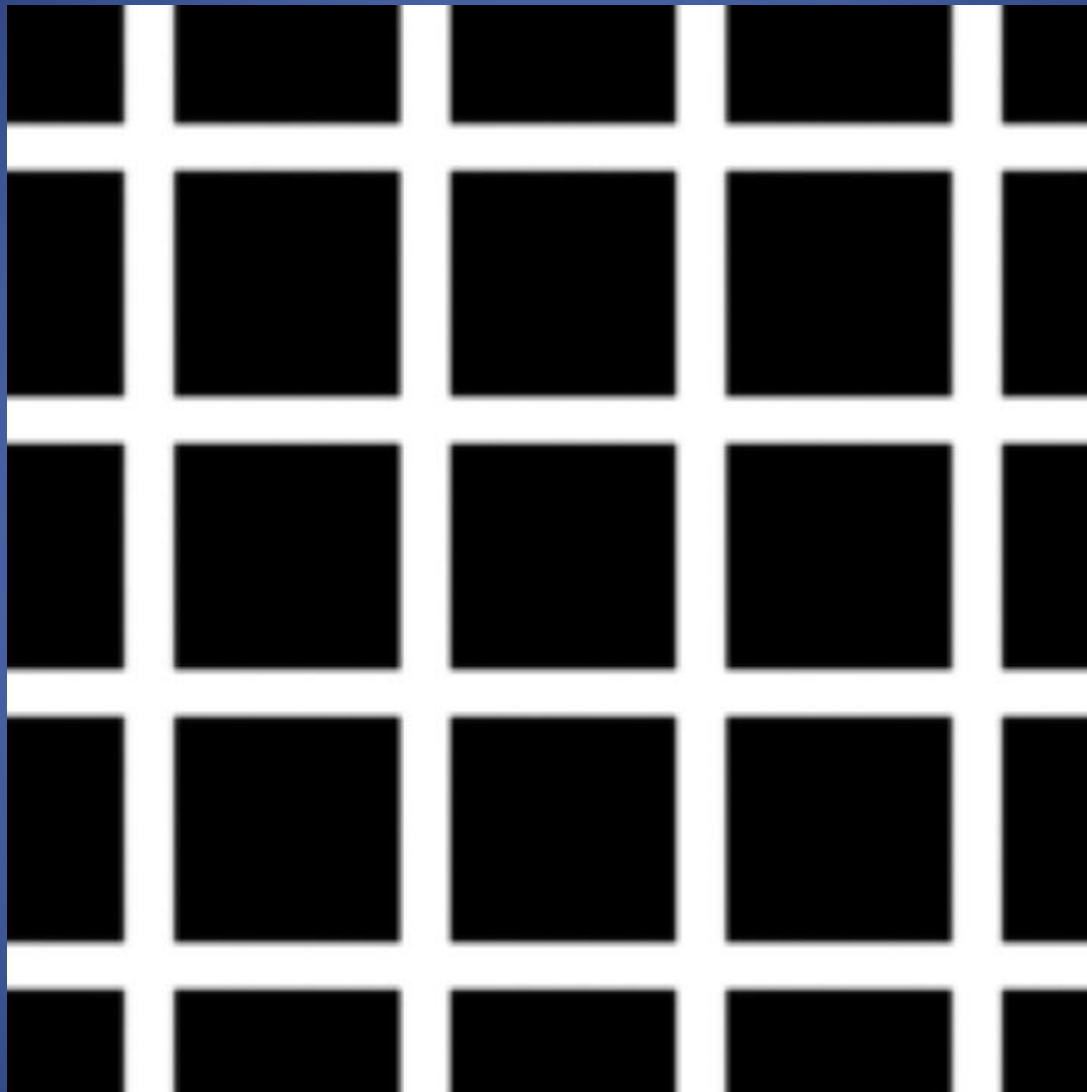
Fast Fact



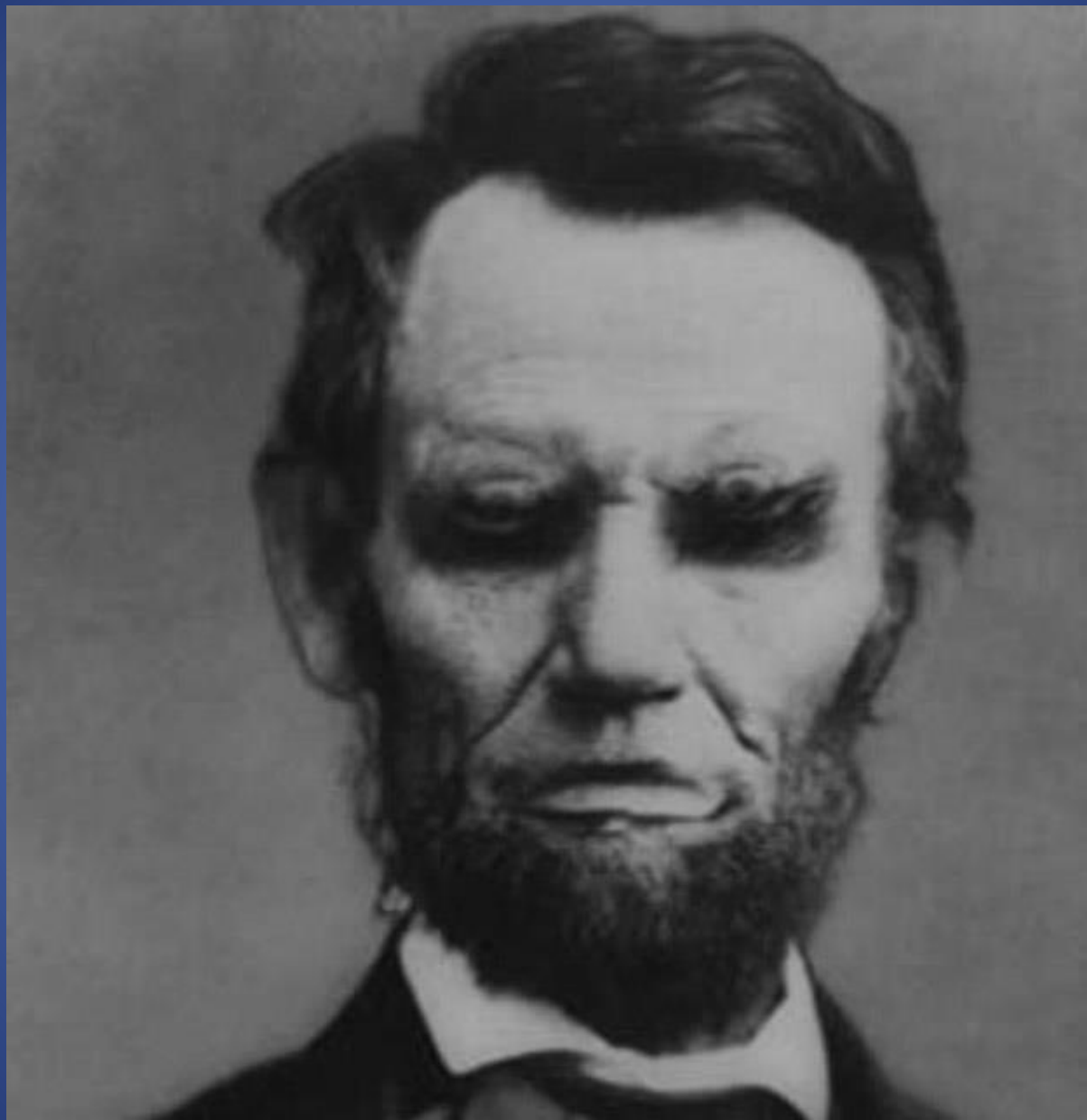
Communication between employees and senior management ranks among the top five “very important” aspects of job satisfaction, as reported by both employees and HR professionals.

Perception









Perception Key Points

- *We do not always “see” the same things, although we think we do*
- *Two people can view the same event and draw different conclusions*
- *We are “set up” to have different perceptions because of the differences in past experience, culture, values, etc.*
- *It is important to understand that another person can perceive something different than you do and still be right*

Face to Face Communication



Be The Message



**“What if, and I know this sounds kooky,
we communicated with the employees.”**

- How do you make tough decisions? How long do you take? How much time do you need?
- What is your tolerance for risk and how do you treat employees and colleagues who do take risks?
- When do you give up and quit?
- How do you react to frequent and/or major change?
- How willing are you to admit mistakes when you are wrong?
- How much do you trust others to get the job done?
- How much information are you willing to share with others about the organization?
- What percentage of time do you keep your word?
- How do you behave with others when you are under pressure?



Authenticity means speaking the truth in a way that enables results and strengthens relationships

Be Authentic



Exercise:

- 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?

What is Listening?



What is Listening?

DEFINITION:

Listening is the ability to accurately perceive a message conveyed by another person.

- It is far more than the exchange of information
- It is effectively used to create a “safe place” for others to explore their inner feelings
- It builds confidence and trust in relationships

Active Listening

1. Create a Safe Place

- draw the other person out
- use door openers: “could you explain,” or “tell me more”
- be acknowledging: “I see,” “yes,” “go on”

2. Become Actively Involved

- focus your complete attention on the speaker
- make eye contact
- smile genuinely
- maintain open, relaxed posture
- sit or stand squarely
- lean forward
- avoid physical barriers
- tune out distractions

3. Avoid the Temptation to Evaluate

- don't judge
- don't criticize

Active Listening

4. Search for Meaning

- decode the message
- perceive speaker's feelings
- discover the real message

5. Confirm Your Understanding

- acknowledge
- restate
- paraphrase

6. Bring Closure

- summarize
- state your position (if appropriate)
- agree on actions to be taken (as necessary)

Listen with Purpose



Communication



WORDS: 7%

TONE OF VOICE: 38%

FACIAL OR BODY LANGUAGE: 55%

Communication

- *Balance of listening and talking*
- *Clarifying questions*
- *Check perceptions*
- *Test Assumptions*



Effective Coaching by Speaking Simply and Powerfully

the Rule of 3

Improving the Overall Capability of Managers

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 a candid dialogue: 31%

What's the Cost of Coaching

Cost of Turnover

Cost of Reduced Productivity

Turnover Cost Formula

Annual Salary	\$40,000
Replacement cost at 150%	\$60,000
40-Employee Company with 10% Turnover	$\frac{X}{4}$
TOTAL COST PER YEAR	\$240,000

Vital Differences Between Mentoring, Coaching & Managing

Mentor

Growth
and

Development

Coach

Performance
rather than

Development

Manager

Achievement
of

Work Tasks
Priorities

Your Role as a Manager

Establish
Goals

Communicate
Goals &
Expectations

Coach &
Mentor
Employees

Defining Coaching



Qualities, Characteristics & Skills of Effective Coaches



Qualities, Characteristics & Skills of Effective Coaches

Patience	Consistency
Enthusiasm	Flexibility
Honesty & Integrity	Resourcefulness
Friendliness	Influence & Power
Genuine Concern for Others	Courage to Speak Up
Self-Confidence	Courage to Speak the Truth
Fairness	

Skills for Effective Coaches

Communicating Information

Listening & Supporting

Questioning & Challenging

Setting Goals & Objectives

Establishing Priorities &
Expectations

Relating to People at all
Levels

Analyzing

Planning & Organizing

3 Feedback & Coaching Situations

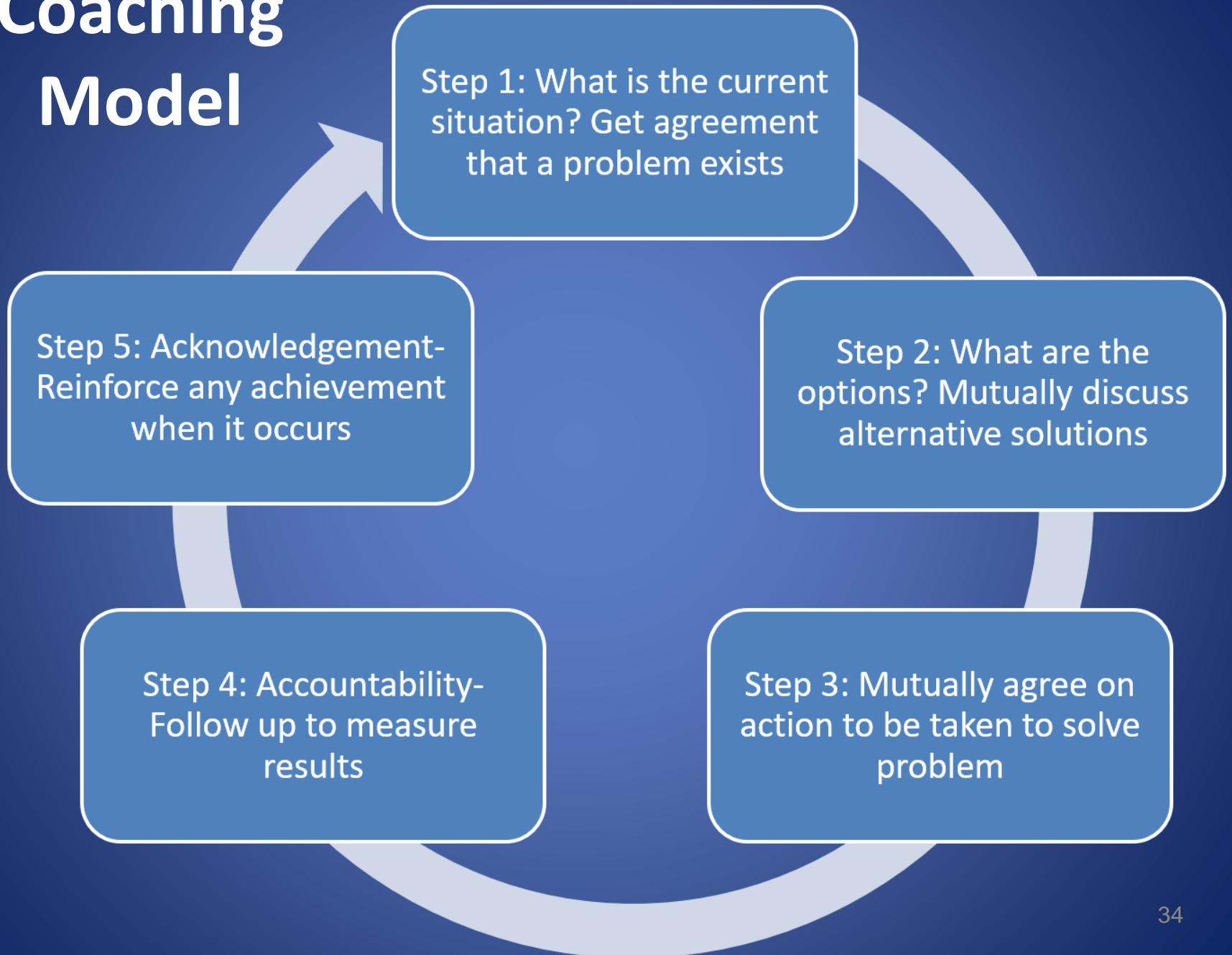


On-going
Performance
Feedback &
Monitoring

Performance
Review
Feedback

Developmental
Feedback &
Mentoring

Coaching Model



4 Critical A's of Coaching

- Active Inquiry
- Appreciative Inquiry
- Accountability
- Acknowledgement

Active Inquiry

- ✓ A foundational coaching conversation
- ✓ 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 to Ask

- ✓ 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 aspects of human nature
- ✓ We work best when our gifts (strengths) 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 the good, better, possible.

Appreciative Inquiry: Questions to Ask:

- ✓ 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 by taking 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 see 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 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	Appreciative Inquiry	Accountability	Acknowledgement
How long has this been a problem?	What's worked/working that you can build on?	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 process?	You made some great decisions leading that project last month. They helped us stay ahead of schedule, which was important. Nice Work!
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 do you see is out of your control?	You are an exceptional decision-maker. A great example was how you executed a number of decisions on that project last month.
What do you think is the root cause of the problem?	What's a small success you can achieve by taking on step forward?	How would you like me to hold you accountable around your goals in a way that will sound supportive rather than negative?	What were their contributions to the success of the goal?
What beliefs do you have about the situation?	What were 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 with the commitments you make? What would be a good way to bring this up?	
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?		

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 you address someone who complains in front of the team?
- How do I instill faith and trust in my team?

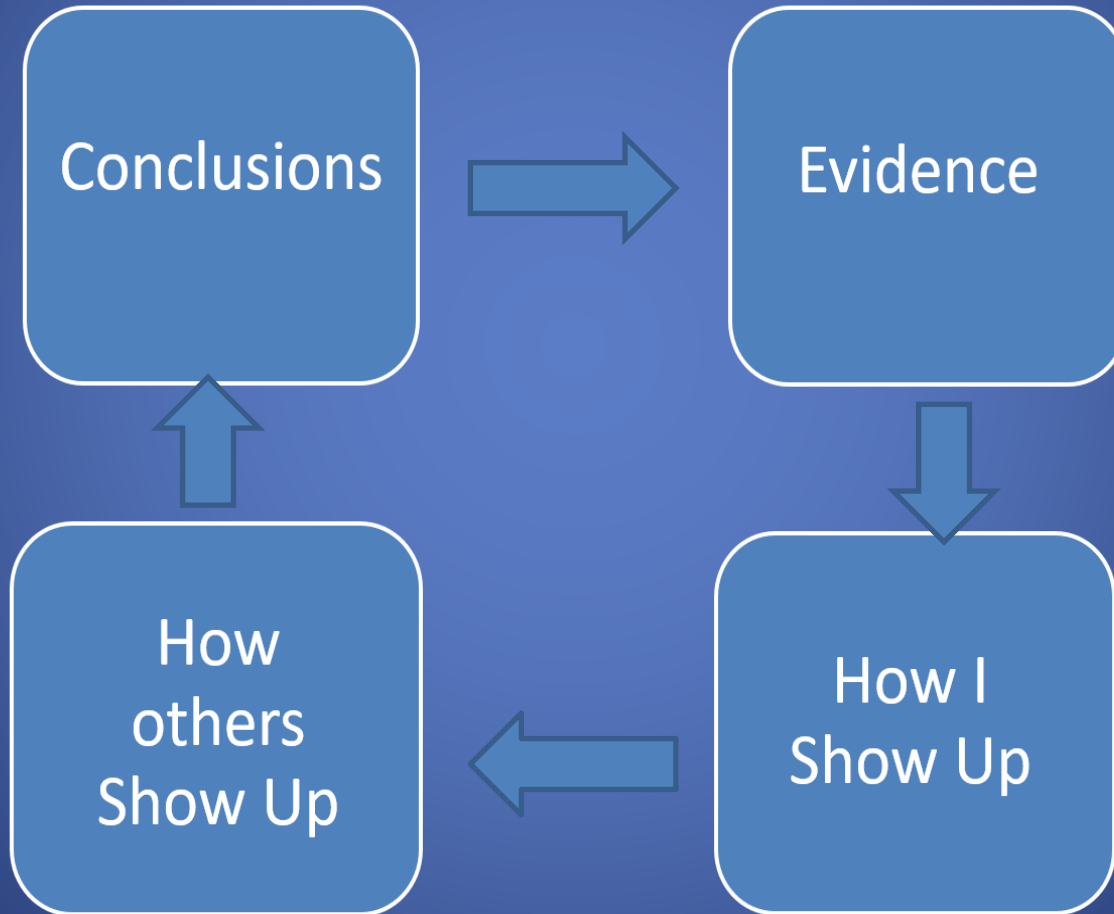
Perceptual Coaching

- 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..)

Foundational Principles of Perceptual Coaching

- Perceptions guide how we think and act
- Some perceptions support us others hold us back
- 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

- Listen for:
 - Over generalizing
 - Should, must and 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 his/her goals
- Identify places where perceptions seem to be limiting their effectiveness
- Choose one perception to work on
- Conduct an inquiry to get at the costs of the perception

Perceptual Coaching Process Continued

- Phase 1 Questions to Ask:
 - What situations have come up where this perception got in the way? How?
 - How is this spilling over outside of work? What impact is this having on your health, relationships, etc?
 - What emotions (e.g. anger, fear, sadness) come up?

Perceptual Coaching Process Continued

- Phase 2: 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?
- Choose a replacement that is empowering but doesn't compete with old belief

Perceptual Coaching Process Continued

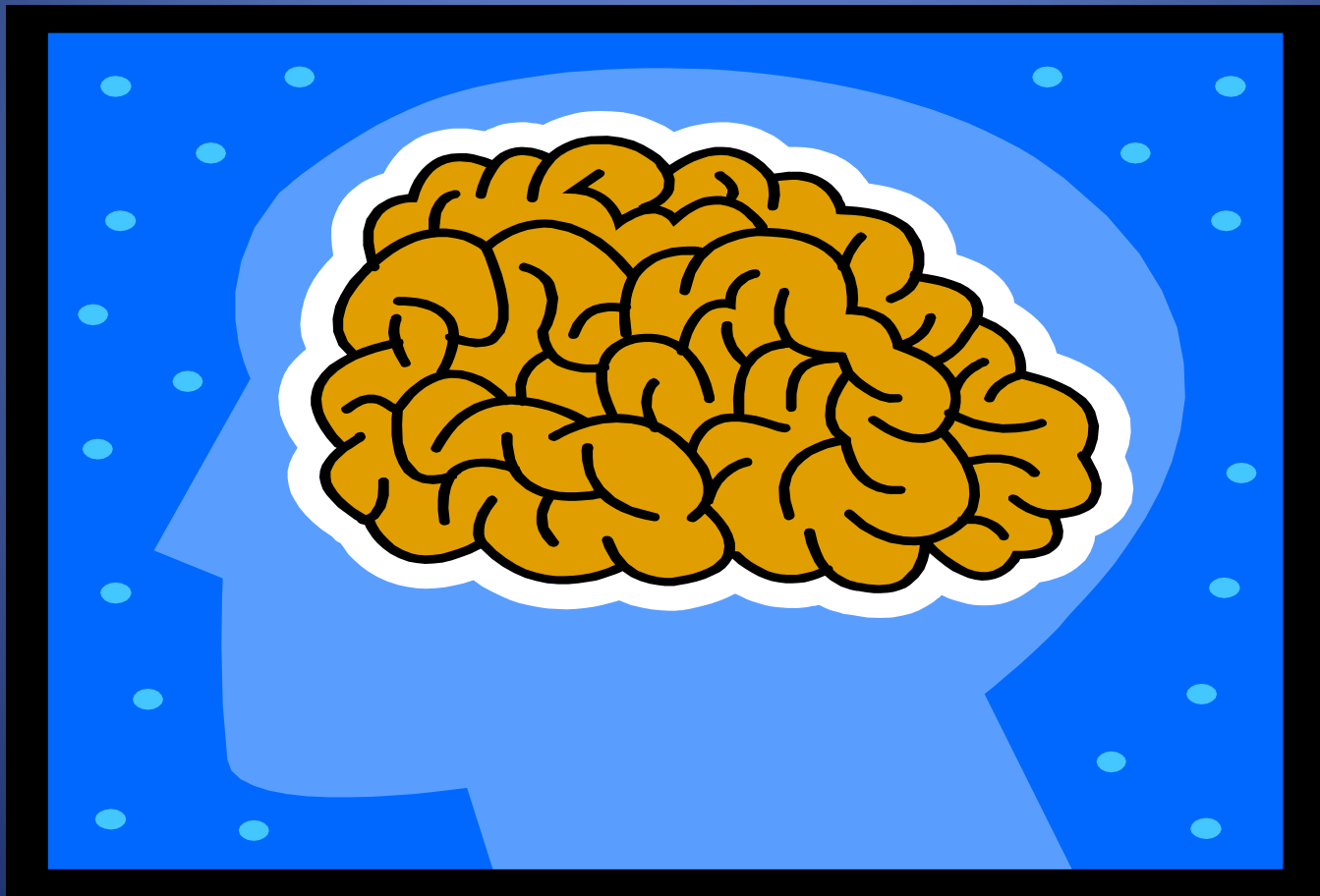
- Go through benefits of the new perception/belief now and in the future by using the If then... exercise
 - If I do this.... Then...
- Questions to Ask:
 - If you change this-what happens, what does it mean to you, your team, spouse, and family?

Perceptual Coaching Process Continued

- Make new perception/belief a habit
 - Preplanning and mental rehearsal
 - Journaling to record thoughts & results
 - Self-talk
 - Acknowledge success
 - Talk about success and failure to keep on track
 - Takes 90-120 days plus to make a change

Coaching The Team

Knowledge is your team's most important asset



Optimism: Expecting a Positive Outcome



Optimistic Team Members

- Explain setbacks 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 consider it a catastrophe
- It is a single event with a specific negative impact
- They only own the result if they should (within their control)

Pessimism: Expecting a Negative Outcome



Pessimistic Team Members

- Explain setbacks as permanent, pervasive, and personal
- Believe the negative setback is long-lasting
- Globalize the setback and believe “all hell is breaking loose”
- Believe they are responsible for the setback even when they are not
- Tend to play the setback over and over again in their minds.

Teams

Reflect the attitudes of the individual team members



Teams



We can decide...

“Man is not fully conditioned and determined, but rather determines himself whether he gives in to conditions or stands up to them.

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

-Viktor Frankl, *Man's Search for Meaning*

Explanatory Style

- Is 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 is to ask optimistic questions.
- This is any question that causes the team to think about the things they want to have happen.

Optimistic Questions to Ask

- What can you do that is in your control?
- What's going well?
- What has worked well in the past? How can we apply past methods to this problem?
- What did you learn from this that helps you going forward?
- What can we do to make this better?

Self-Efficacy=Beliefs



Mastery Experience



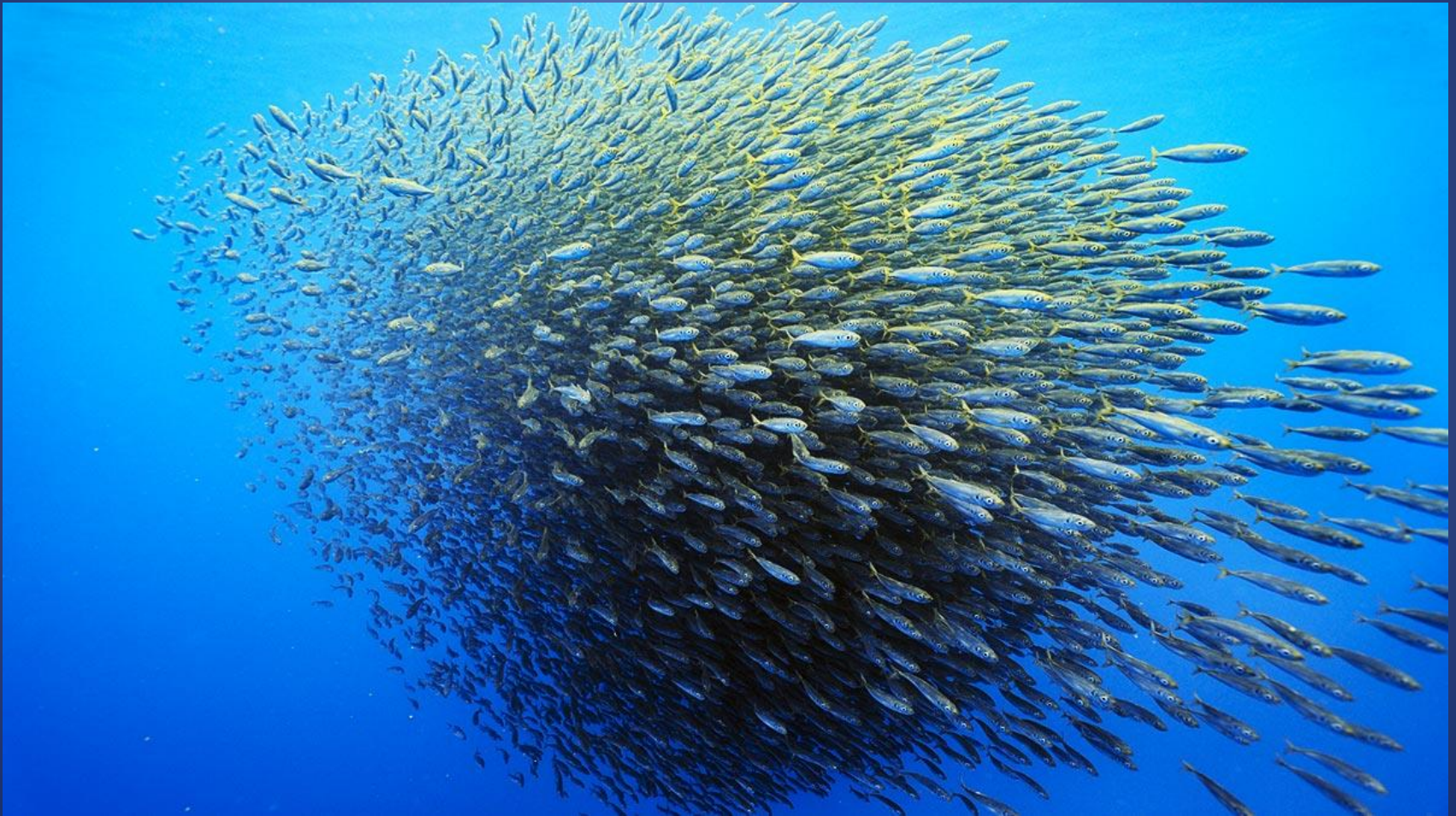
“If I can do it, you can do it!”



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 processes necessary for success
- Convey how persistence can lead to success

Peer Models



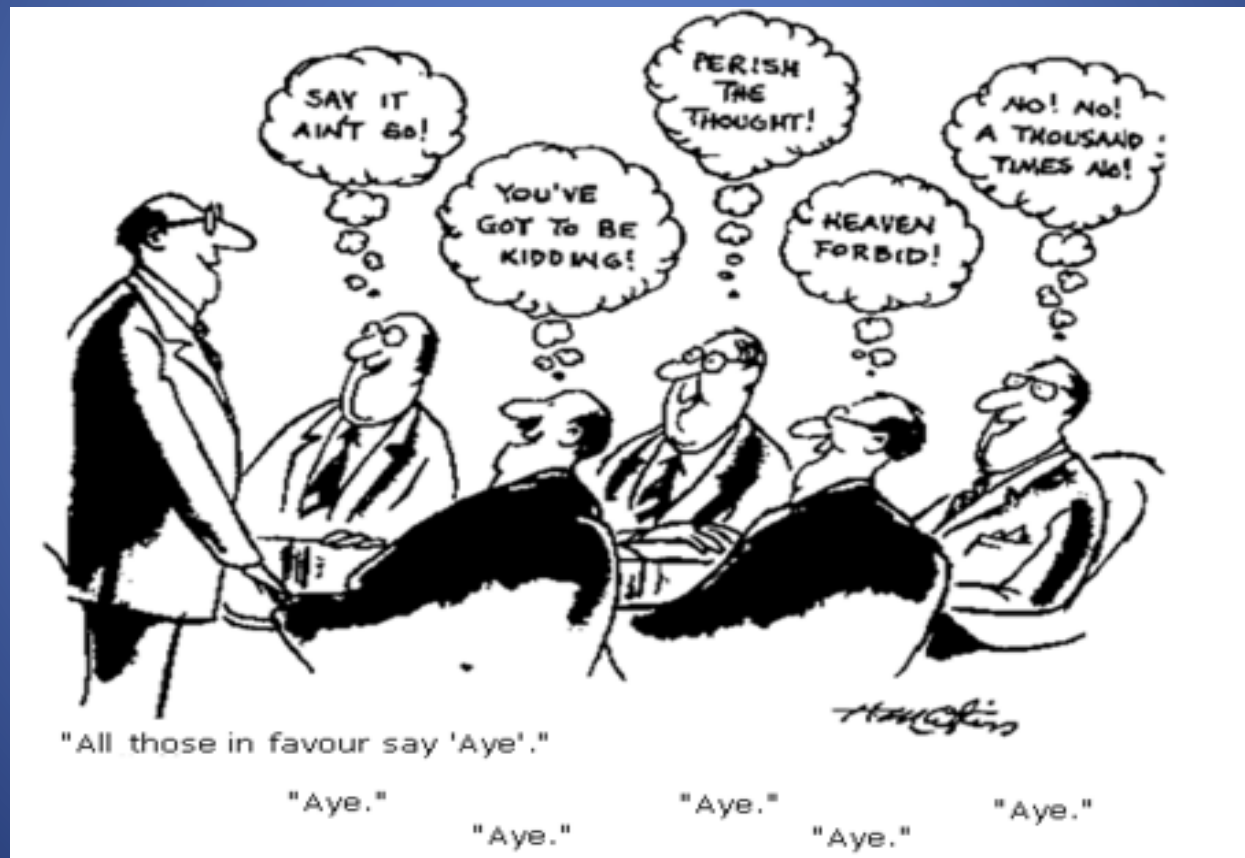
Mastery Models

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

Mastery Models



Social Persuasion



Social Persuasion

- An executive needs to convince a group that a big change in direction is necessary.
- “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*

Social Persuasion

The other place people look is to peers. If a couple of people are hanging back in a team meeting, the manager shouldn't hammer those individuals, trying to get them to fall in line. Instead, he or she should identify a respected member of the group who agrees with the plan and ask that person to weigh in. Peers are often more convincing than executives when we're deciding what we should do.

The Quickest 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 and Frank LaFasto

*TeamWork: What Must Go Right /
What Can Go Wrong*



Conclusions

- 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”

Today's Action Items

Key Learning Points

- _____
- _____
- _____
- _____
- _____
- _____

How I Plan to Use Them

- _____
- _____
- _____
- _____
- _____
- _____

Commitments

Commitment:

Identify a specific step you will take in the next month on your leadership journey.



Thank You!

Vickie Seitner

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