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COACHING ESSENTIALS®



# My Natural Tendencies

The most effective leaders have a coaching mind-set and coach their team members so they become self-reliant and capable of solving their own problems.

NATURAL TENDENCIES	COACHING MIND-SET
Telling people what to do	▶▶▶ Asking what needs to be done or brainstorming options
Being competitive	▶▶▶ Collaborating and seeking alignment
Blaming others when things go off track	▶▶▶ Being a model of taking responsibility
Making assumptions	▶▶▶ Checking in when something seems off
Solving problems	▶▶▶ Helping others solve problems
Doing the work myself	▶▶▶ Developing others so they can do the work
Taking credit myself	▶▶▶ Giving credit where credit is due
Focusing totally on work	▶▶▶ Living a balanced life
Withholding timely feedback	▶▶▶ Giving feedback daily and seeking input from others
Using one leadership style with all people	▶▶▶ Adapting your leadership style to meet others' developmental needs



How might adopting the coaching mind-set help you be more effective?

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# Formal and Informal Coaching

## Formal Coaching

Formal coaching occurs during One on One conversations or at other times when meetings are scheduled and coaching is expected.

## Informal Coaching

The coaching process and skills are useful in the brief, spontaneous interactions you have with people on a day-to-day basis.

It's not about how much  
time coaching **takes**.

It's about coaching in the  
**time you have.**

# The Coaching Process



Coaching is a deliberate **process** using focused **conversations** to create an environment that results in accelerated **performance** and **development**.

# Practice the Process

Before	Plan	<ul style="list-style-type: none"> <li>Consider your intent for the conversation and the desired impact</li> </ul>	How can I be of service?
	Connect	Build trust and positive relationships <ul style="list-style-type: none"> <li><input type="checkbox"/> Greet the person</li> <li><input type="checkbox"/> Express interest in the person</li> <li><input type="checkbox"/> Show that you care</li> </ul>	Am I interested and do I care?
During	Focus	Identify topics and goals <ul style="list-style-type: none"> <li><input type="checkbox"/> Set the context for the conversation</li> <li><input type="checkbox"/> Narrow down and discuss the key focus area(s)</li> <li><input type="checkbox"/> Confirm priorities</li> </ul>	Did we confirm the specific focus?
	Activate	Collaborate to develop a plan for action <ul style="list-style-type: none"> <li><input type="checkbox"/> Gather ideas from the person and consider options</li> <li><input type="checkbox"/> Prioritize action steps</li> <li><input type="checkbox"/> Specify what is needed to move forward</li> </ul>	Did we identify the specific actions to be taken?
	Review	Clarify agreements and discuss accountability <ul style="list-style-type: none"> <li><input type="checkbox"/> Ask for a recap of actions and commitments</li> <li><input type="checkbox"/> Confirm timelines, including follow-up meetings</li> <li><input type="checkbox"/> Reflect on what was learned or useful</li> </ul>	Are there clear agreements that include timelines?
After	Reflect	<ul style="list-style-type: none"> <li>Identify what you learned that will be useful moving forward</li> <li>If your intent and impact were different, take action to make corrections</li> </ul>	How will I make future conversations more effective?

# The Essential Skills

Four specialized communication skills are used within the framework of the coaching process.

Listen to  
Learn



*Listen with the intent  
of being influenced*

Inquire for  
Insight



*Ask questions that  
draw out ideas*

Tell  
*Your Truth*



*Share relevant  
information*

Express  
Confidence



*Build self-assurance  
and enthusiasm*

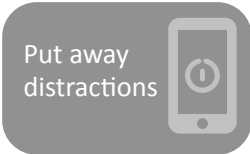
# Listen to Learn



Listen with the intent of being influenced.

## Be Present and Focused

Pay conscious attention to all that is being communicated.



- Be aware of nonverbal cues such as tone of voice, posture, eye movements, physical gestures, and facial expressions
- Withhold judgment or personal beliefs and opinions so you can be open to new ideas and perspectives

How might Bella have behaved differently if she had been present and focused?

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What was the unintended impact of Bella not being present and focused?

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What keeps you from being present and focused?

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# Aim for Powerful Questions



Provoke Thinking	Shift Perspective	Check Assumptions	Challenge Beliefs
<i>What's important about that for you?</i>	<i>How might this look from our customers' perspective?</i>	<i>What assumptions are you making?</i>	<i>How else could you interpret the situation?</i>

As you listen, jot down the most powerful questions.

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# Tell *Your Truth* Test

1. Do I need to say it, or do they need to hear it?	<input type="checkbox"/> It is for myself, so I can feel better	<input type="checkbox"/> It is for them, so they can succeed
2. Will destructive behavior resolve itself if I don't say anything?	<input type="checkbox"/> It is likely to resolve itself	<input type="checkbox"/> It is likely to continue or worsen
3. Could the information help the person succeed sooner?	<input type="checkbox"/> Probably not	<input type="checkbox"/> It could help them avoid issues and obstacles
	<input type="checkbox"/> <i>Don't Tell</i>	<input type="checkbox"/> <b>Do Tell</b>

Be willing to **Tell Your Truth** in order to move others forward and help them be **successful**.

—*Madeleine Homan Blanchard*

