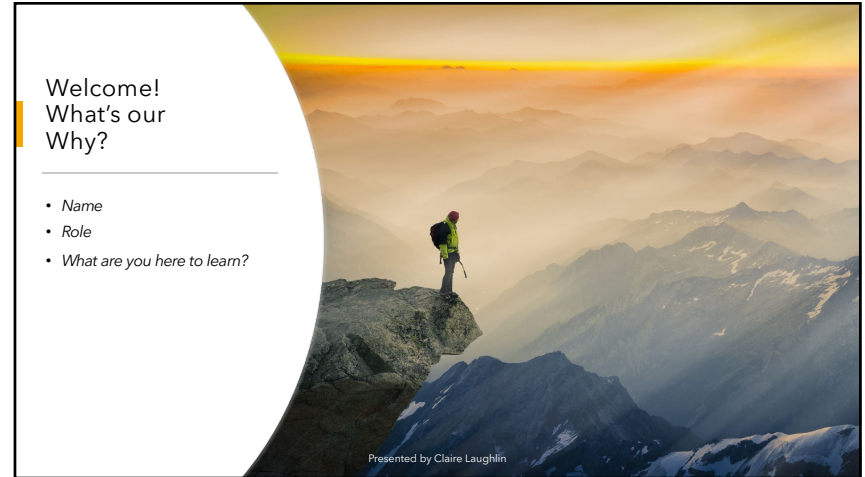




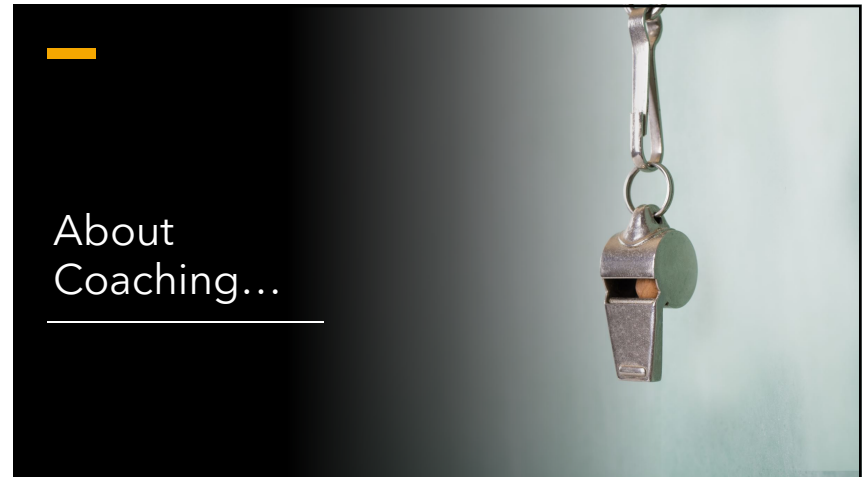
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4



Great Coaches...

- Think of a **coach** who made a positive impact on you.
- What did that person **do** and **say** that made them an effective coach?
- What was the **IMPACT** of their coaching on YOU?
- Then, talk about some of the challenges you face when coaching an employee.
- Prepare a *flip chart summary*.

4 - 5 people • 12 minutes

5

Workplace coaching defined

Workplace coaching is a *deliberate, on-going helping process*, intended to *enable success, inspire change and promote transformation*. It involves **listening, curiosity, setting goals**, identifying the support and resources necessary to achieve those goals, and regular follow-up.

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In the news

Using a coaching style of leadership:

- Spurs learning
- Creates an exchange of ideas
- Builds rapport
- Fuels innovation and performance improvement

And in this hybrid environment:
People need connection more than ever



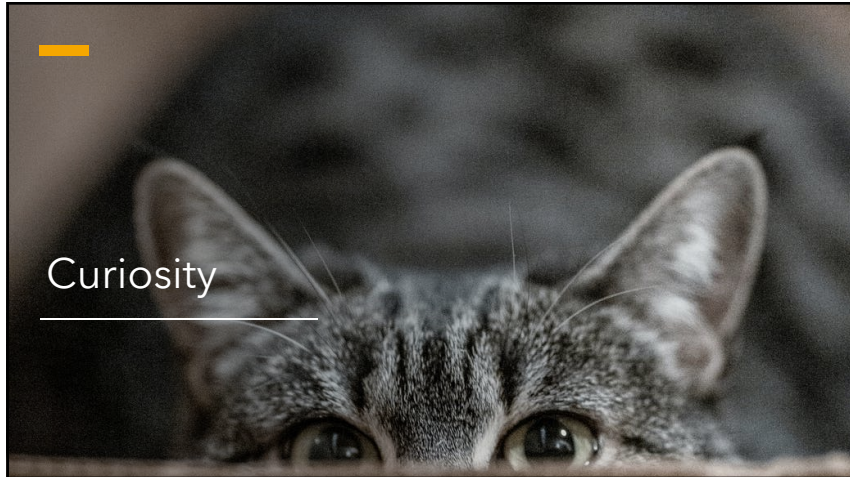
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Great coaches use many skills...

- Curious Listening
- Asking Powerful Questions
- Looking for Insight
- Setting and Achieving Goals
- Following-Up / Supporting
- Recognition and Appreciation

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Benefits of curiosity at work

- Fewer decision-making errors
 - combats stereotyping/confirmation bias
- Improved team performance
 - **Increased information sharing and trust**
- Reduced team conflict
 - Curiosity pairs well with empathy

The business case for curiosity, Harvard Business Review, 2018

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12

Let's get Curious!
3 people • 6 min

- Round Robin!
- Talk about a challenging situation in your leadership or life.
- Practice Listening:
 - **Reflect**, but **DO NOT GIVE ADVICE!**
 - **LISTEN** actively! (For 2 minutes)
- **ROTATE!**

A good coach tames their "inner expert" and resists going straight to problem-solving. Instead, they listen and ask powerful questions.

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Any "a-ha" moments?

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What gets in the way?

Which of these typical barriers do you stumble over?

1. Lack of interest in the subject
2. Formulating counter-arguments
3. Listening so closely to the details that you miss the big picture (or vice versa)
4. Faking attention to the speaker.
5. Getting "hooked!" (Allowing your emotions and reactions to stand in the way of understanding the true message.)
6. Distorting the message with your own interpretations.
7. Allowing your past experiences with a person to dictate your present feelings.
8. Being inaccessible, buried in work, or always in a hurry
9. Not creating opportunities to listen
10. Lack of trust

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Powerful Questions...

- Allow the coachee to think and discover for themselves
- *Hypothesize* about positive futures and options
- Avoid the "same old" script
- Illuminate the values and needs being served
- Identify real and perceived barriers that influence actions and outcomes
- Typically begin with **what** or **how**

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Powerful Question Mixer

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Curious, Powerful Questions...

Uncover/explore the issue:


- What is the current challenge?
- What's the *real* challenge to you?
- What *else*? For example: How long has it been going on? What have you tried? What's different now?

Paint an empowered picture:

- What is your goal for this situation?
- How do you want to show up?
- What's in it for you?
- What's in it for the other person?

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A coaching model: GROW

- GOAL: The destination
- REALITY: The starting point
- OPTIONS: Solutions to bridge the gap
- What's next/Way forward: The plan forward

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Favorite GROW Questions

Page 4 • 3 minutes



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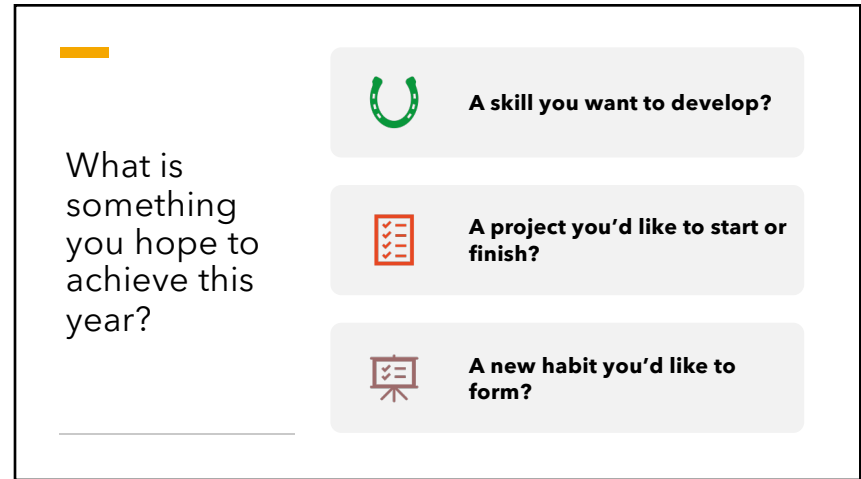
Take a Break

10 minutes

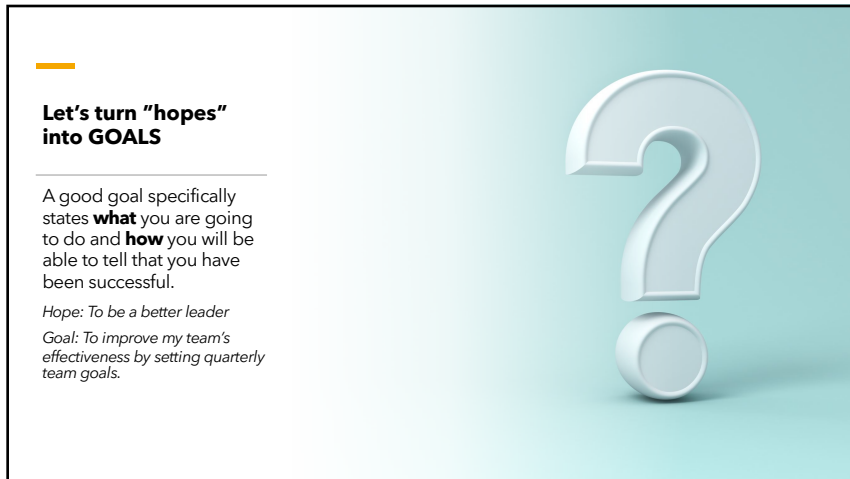
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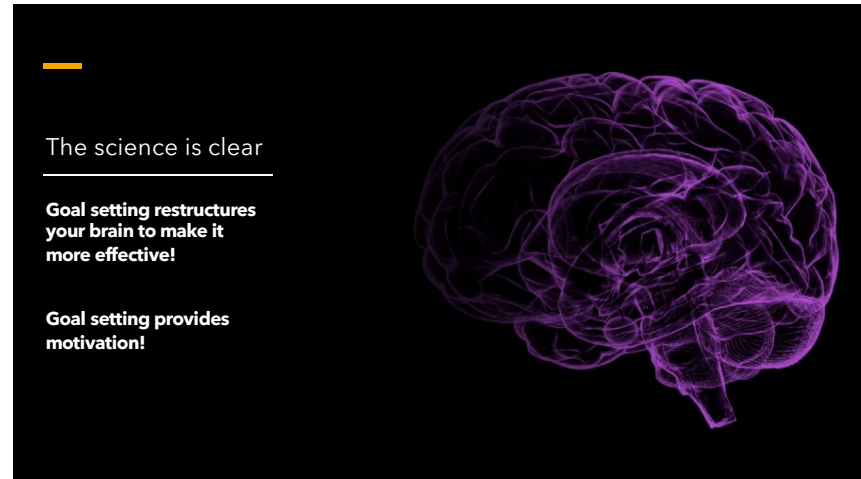
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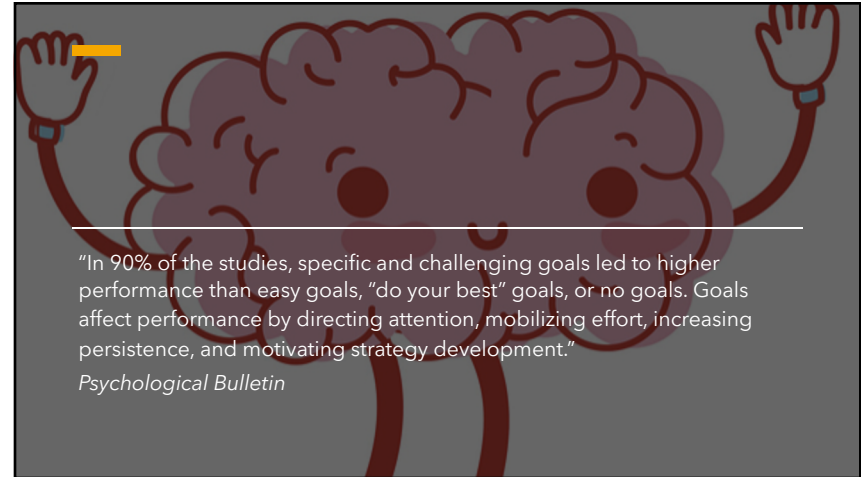
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Our brains on goals

- Goal-setting *literally* changes the structure of your brain so it's optimized to achieve that goal! (Thank you, *neuroplasticity!*)
- When we are emotionally attached to our goals (motivated), we evaluate obstacles as less challenging.
- The more ambitious the goal, the more motivating (because the amygdala and the frontal lobe are fully activated!)

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What deserves a GOAL?

- **Your top priorities!**
- Areas you want to improve
 - Efficiency
 - Effectiveness
 - Process
- New habits you want to form
- Things you want to **START** doing
- Things you want to **STOP** doing
- Things you want to *keep* doing well

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3 people • 20 minutes

Coaching Practice

Prepare
Think of a goal you have for yourself.


- A project
- A health or fitness goal
- Time with family

Practice

- Choose coach, coachee and observer
- Coachee: Tell other about your goal
- Coach: use "simple GROW Flow page 5
5 min
- Observer: Feedback: 1 min
- Rotate!

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Using the Coaching Planner

3 people • 15 minutes

- Select a scenario from page 8
- Talk through the "Coaching Planner" questions on page 9
- Do a "simulation"
- Prepare to share observations

30

30



What's Next?

- Who will you coach?
- What barriers do you anticipate?
- What questions do you have?

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- Supporting DEI efforts
- Favorite coaching book give-aways
- All recordings available for a full year!

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You're on the road to higher engagement!

Please complete the evaluation!

Photo by Dan Meuser on Unsplash

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