



CREATING COACHING CONVERSATIONS

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Today's session covers

- Foundation for a Coach Approach
- Coaching Skills
- Coaching Practice

International Coaching Federation Core Competencies

A. Foundation

1. Demonstrates Ethical Practice
2. Embodies a Coaching Mindset

B. Co-Creating the Relationship

3. Establishes and Maintains Agreements
4. Cultivates Trust and Safety
5. Maintains Presence



International Coaching Federation Core Competencies

C. Communicating Effectively

- 6. Listens Actively
- 7. Evokes Awareness

D. Cultivating Learning and Growth

- 8. Facilitates Client Growth



ACTIVITY: “My Coaching Story” – **HANDOUT page 1**



Independently: Self-reflection and Writing

- What is your experience giving, receiving or observing coaching?
- What were the characteristics of the most effective coaches?

Pair and Share

- Share your “coaching story”
- Keep track of the **characteristics** of the most effective coaches



Activity: "My Coaching Story"

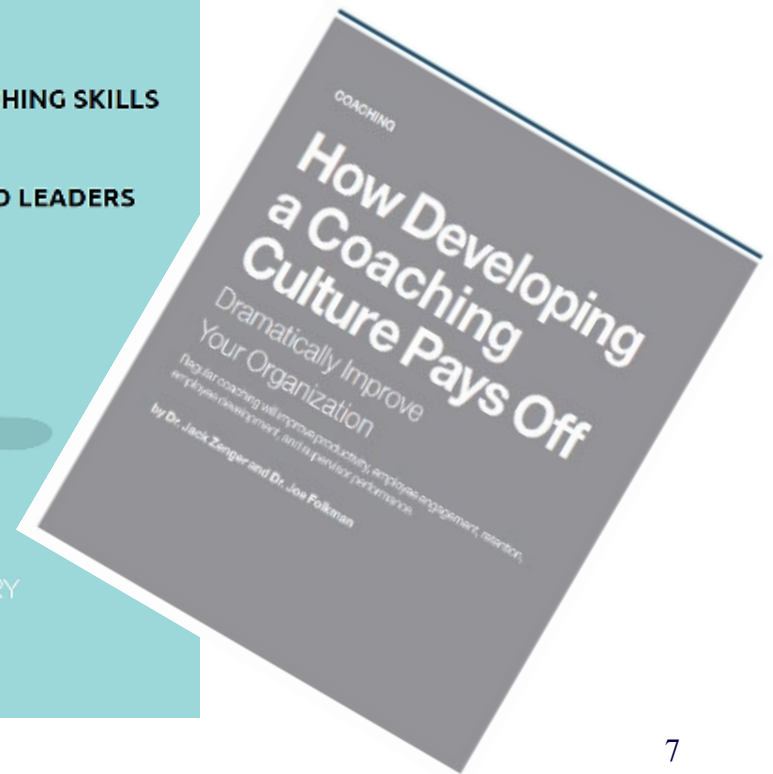
Independent: Self-reflection and Writing

- What is your experience giving, receiving or observing coaching?
- What are the characteristics of the most effective coaches?

Self-Reflection:

Tip/Checklist: Share your "coaching story." What were characteristics of the effective coaches in your reflective stories?

What skills are needed for effective coaching?



What skills are needed to be an effective coach?

Although most use coaching for performance management, performance appraisal is ranked lowest in importance as a skill needed to be an effective coach.

Table 7. How important are each of the following skills or competencies for those delivering coaching?

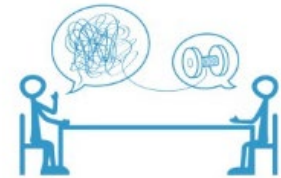
Skills or competencies	Percentage Rated “Very Important” or “Important”
Listening for understanding	99%
Establishing trust	98%
Providing feedback	98%
Direct communication	98%
Ethics and integrity	97%
Creating self-awareness	96%
Planning and goal setting	96%
Maintaining relationships	96%
Managing progress and accountability	95%
Asking powerful questions	95%
Designing actions for results	94%
Reframing ideas/concepts	94%
Performance appraisal	73%

*Multiple response question

ACTIVITY: What Coaching IS and IS NOT – **HANDOUT page 2**

Compare and Contrast Coaching, Advising, Counseling, Mentoring, Training, Consulting

- **Independently:** Write words/phrases in each column
- **In small groups:** Compare, contrast, look for common responses and themes; Pick spokesperson for report-out
- **In large group:** Report-outs





Activity: What Coaching IS and IS NOT

Compare and Contrast:

Coaching	Advising	Counseling	Mentoring	Training	Consulting

Clear Responses

How are coaching, advising, and counseling different?

Coaching

- To help
- Focus on goals
- “Coachee” leads
- Intrinsic motivation
- **“What is on your mind?”**
- **“What do you want?”**

Advising

- To help
- May be welcome
- Advice-giver leads
- Extrinsic or intrinsic – depends
- **“Here’s how I handle this situation...”**

Counseling

- To help
- May not be welcome
- Focus on expectations
- Counselor leads
- Extrinsic motivation
- **“I’d like to talk with you about...”**

How are coaching, mentoring and training different?

Coaching

- To help
- Focus on goals
- “Coachee” leads
- Intrinsic motivation
- ***“What is on your mind?”***
- ***“What do you want?”***

Mentoring

- To help develop
- Should be welcome
- Focus on the expert
- “Sage one” leads
- Extrinsic or intrinsic
- ***“Here’s an example of how I have done this in the past...”***

Training

- To help develop
- May be welcomed
- Focus on job needs
- Trainer leads
- Extrinsic or intrinsic
- ***“Today you will learn how to XYZ.”***

International Coaching Federation (ICF) Definition of Coaching

ICF defines coaching as:

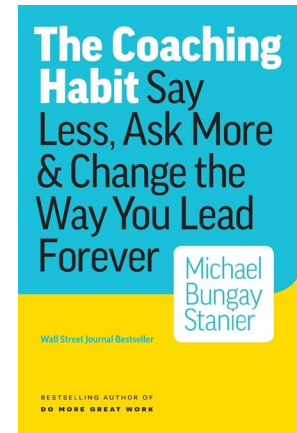
- *“Partnering with *clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”*

**(replace “clients” with “employees”)*



“ONE OF THE REASONS MANAGERS DON’T
COACH MORE OFTEN THAN THEY DO IS
THAT THEY DON’T KNOW HOW TO START.”

– Michael Bungay Stanier, author, **The Coaching Habit**



Start by Enhancing “Coach-ability”

1. Plan a good setting
 - Time, place, environment
2. Appeal to a need
 - Acknowledge coachee, show empathy, don't fix
3. Say it so they hear it
 - Match words and phrases; be direct
4. Make things simpler
 - Express belief that change is possible; Ask, *“What would help?”*



Coaching Questions

Qualities of a Powerful Question

- Stirs creative thinking
- Shifts energy away from a problem-focus to a possibility-focus
- Creates a climate of exploration
- Invites reflection on a deeper level



Coaching Questions



Powerful Questioning – Do

- Pay attention; listen actively
- Listen deeply
- Ask open-ended questions (e.g., *“What would the ideal outcome look like?”* *“How do you want to start?”*)

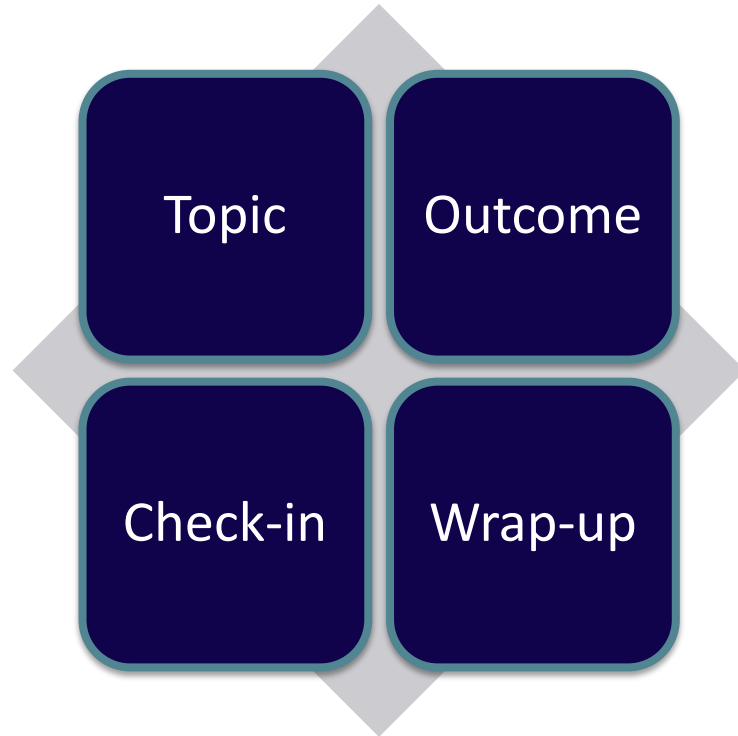
Coaching Questions


Powerful Questioning – Don't

- Don't layer questions (follow a question with more questions)
- Don't answer for the person
- Don't ask "why" questions
- Don't ask closed-ended questions that require "yes," or "no"
- Don't judge



Coaching Quadrant and Powerful Questions – **HANDOUT** page 3-4





Tool: Coaching Quadrant and Powerful Questions

Focus on setting intentions

Observe results of coaching activities

Focus on making coaching conversations effective

Reflect on shared outcomes to inform practice

Coaching Questions


Powerful Questioning—Do

- Pay attention
- Ask questions that reflect active listening
- Listen deeply (perhaps 1:1 therapy)
- Ask open-ended questions that are non-judgmental (e.g., "What would you do/achieve?")
- Ask "how" questions (e.g., "How do you need to start?") rather than closed-ended questions that require "yes," "no," or a number





Powerful Questioning—Don't

- Don't have questions (follow a question with more questions)
- Don't answer for the person
- Don't judge
- Don't ask "why" questions; ask questions that move people toward what they desire, not questions that ask them to justify what they've already done

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Tool: Coaching Quadrant and Powerful Questions

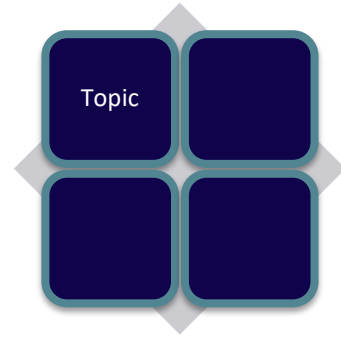
 <p>Focus</p>	<p>Topic</p> <ul style="list-style-type: none"> What would you like to talk about? What day? What time today? What's on your mind? What's on the agenda? What are you all about? What do you like to do outside of work? How did it go when you tried it?
 <p>Calibrate</p>	<p>Outcome/Goal</p> <ul style="list-style-type: none"> Where do you want to head with the plan/idea/goal? What do you want? What would success look like? What is your definition of success? What would you want? How do you know you have reached it? What would it look like? What if you did it again?
 <p>Check-in</p>	<p>Check-in</p> <ul style="list-style-type: none"> Where are things doing? What is working for you? How are you doing? How is it looking? What would you like to go? What do you want to explore further?
 <p>Wrap-up</p>	<p>Wrap-up/Summary</p> <ul style="list-style-type: none"> What action will you take? Are there others? What is your next step? How would you summarize your work so far? What are you taking away from it?

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Powerful Coaching Questions

Topic – starting the coaching conversation; focus and priority

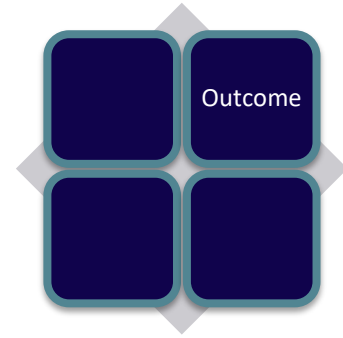
- What would you like to talk about?
- What can I help you with today?
- What's on your mind?
- What do you want to explore right now?
- What's your most important "thing"?



Powerful Coaching Questions

Outcome/Goal – observable result by end of conversation

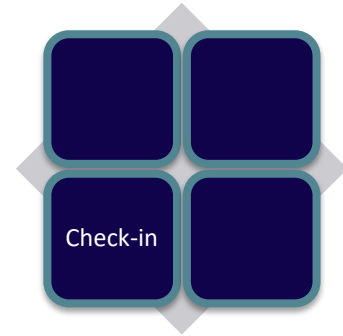
- What do you want by the end of our conversation?
- Where do you want to head with this (plan/idea/goal)?
- What do you want to accomplish?
- What would success look like?
- What is your desired outcome/goal?



Powerful Coaching Questions

Check-In – confirmation of coaching conversation direction

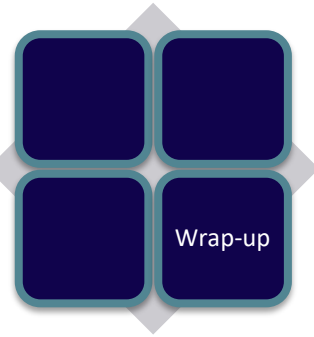
- Where do things stand now?
- How are we doing?
- How is this working?
- What is holding you back from doing it?
- What do you want to explore further?



Powerful Coaching Questions

Wrap-up/Summary – reflection on desired outcome; next steps

- What action will you take? And after that?
- What is your conclusion?
- How would you summarize your effort so far?
- What are you telling yourself?



Corridor Coaching Example – VIDEO



Debrief the “Corridor Coaching Example”

Discussion

- Let’s unpack what we saw and heard in the video

Getting Coaching Conversations Started – **HANDOUT page 5**

Independent Activity/Worksheet

- Review the *“Getting Coaching Conversation Started Worksheet”*
- Consider possible topics (both performance and development) that you would be interested in discussing (as a “coachee”)
- Consider ways to start the coaching conversation (as a manager/supervisor-as-coach, peer coach)
- Use the worksheet to prepare for coaching practice session



Worksheet: Getting Coaching Conversation Started

Coach Role: What topics would you be interested in discussing when you are in the "coach" role receiving coaching? Pick topics that you are comfortable discussing, that are meaningful to you, and in which you would welcome self-discovery.

- I want to discuss in my class:
- I want to spend more time reflecting on/refining my beliefs.
- I want to increase my influence with peers/leaders/others.
- I want to help my team be more agile.
- I want to improve how I can share information at a presentation.
- I want to be a better listener.
- I want to spend more time being proactive versus reactive.
- I want to give feedback that may be difficult to hear.
- I want:

Coach Role: How might you start the coaching conversation? What ideas you like and may use during the coaching conversation? What are some questions you might ask during the coaching conversation that could help move it forward?

Possible outcomes from a coaching conversation:

- Clarity
- Reflection
- Defining a goal
- Identifying critical steps
- Developing a plan

ACTIVITY: Coaching Practice in Pairs

In Pairs

- Refer to the “Getting Started” worksheet
- Have a coaching discussion

Process (two rounds total: 8+8+4=20 minutes)

- Coach and Coachee roles for 8 minutes each; switch roles round two
- Coach listens more than talks, asks powerful questions, is curious
- Coachee talks more, is open to self-discovery
- Debrief for 4 minutes discussing what it felt like in each role. Talk freely now.

BONUS CONTENT: Coach Speak: Going Beyond the Questions **HANDOUT page 6**

Articulating – Succinctly describing (without judgment) what is going on

Clarifying – A combination of listening, asking, reframing, getting to sharp focus

Meta-View – Addressing the big picture and opening up room for perspective

Acknowledging – Recognizing inner character/strength; celebrating



Tool: Coach Speak: Going Beyond the Questions



Coach Speak: Going Beyond the Questions

Articulating—succinctly describing, without judgment, what is going on and synthesizing information in order to provide insight; mirroring the coachee's language choices.

- a. "What, for you, is...?"
- b. "If I were to summarize what you've shared, it sounds like..."

Clarifying—a combination of listening, asking, and rephrasing that brings a goal into sharp focus, adding detail and building it up for its action.

- a. "How is what I'm hearing for that right?"
- b. "As it sounds like you're looking for... this, accurate?"


Multi-View—Addressing the big picture and opening up room for perspective.

- a. "Let's step back. What is at the heart of this goal? What is the creative pain?"
- b. "If a friend came to you about this, what would you recommend to them?"
- c. "If you were to visualize your success, what do you see?"

Acknowledging—Recognizing the inner character in self of the coachee and/or a belief that the coachee has. Celebrate their strengths so that they might better see their next steps.

- a. "Your willingness to try really shows..."
- b. "That you accomplished this demonstrates how..."

Source: www.ck12.org, 2011.



“COACHING IS AN ART, AND IT’S FAR EASIER SAID THAN DONE. IT TAKES COURAGE TO ASK A QUESTION RATHER THAN OFFER UP ADVICE, PROVIDE AN ANSWER OR UNLEASH A SOLUTION.”

– Brene Brown, author of **Rising Strong** and **Daring Greatly**



Thank You!

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