What is Coaching?
Coaching Defined...

“The art of drawing forth potential.”
- Kevin Cashman

“Coaching is the art of creating an environment, through **conversation and a way of being**, that facilitates the process by which a person can move toward desired goals in a fulfilling manner.”
- Tim Gallwey
Pop Quiz!
Do you know when coaching works and when it doesn’t?
Scenario #1: Managing a Chronic Underperformer

Coaching Won’t Work!

- Coaching is not a performance plan.
Scenario #2: Getting Someone Up-to-Speed When You Have the Answers

**Coaching Won’t Work!**

- You truly do know best in some situations, and clear directions will be more useful than coaching.
Scenario #3: Supporting an Uncertain Star

Coaching Will Work!

• Coaching is a great tool to help high performers who need to develop a specific skill or build confidence.
• Coaching is extremely effective in fostering long-term development.
Scenario #4: Helping Technical Experts

Coaching Will Work!

- Coaching allows you to lead people who know more about the topic at hand than you do.

- Coaching allows them to make the most of their expertise while compelling them to stretch and grow.
Scenario #5: Managing Nitty-Gritty Tasks

Coaching Won’t Work!

• Sometimes you really do need someone to perform a task in a specific way, and intrinsic motivation is not that important.

• Coaching in this case is less effective than simply saying what needs to be done and explaining precisely how.
Coaching vs. Performance Management
Situational Leadership
The Situational Leadership Model

Coaching

[Diagram of the Situational Leadership Model]

Performance Management

Coaching
Stars, Steadies & Strugglers
Coaching the Stars

• Praise your stars genuinely and frequently.

• Rein them in.

• Nudge them to play nicely.

• Focus is generally more on emotional/social intelligence vs. technical/functional skills.
Coaching the Steadies

• Accept them for who they are.

• Recognize and reward them.

• Give them options.

• Solicit their input on decisions.
“Coaching” the Strugglers

• Create a clear plan for improvement.

• Give candid, real-time feedback.

• Provide a support network.
Three Pathways to Change

- Awareness – the process of bringing new information into our field of view.

- Commitment – the process of emotionally experiencing the compelling, positive reasons to do something, as well as the painful reasons to avoid the consequences.

- Practice – the process of consistently engaging in new behaviors to enrich our lives.
Origins of Action

- Results
- Actions
- Competencies, Structure of Interpretation and Relationships, Projects & Practices
Based on Your Experience...

• How has your Coach been most effective in helping you:
  • Build Awareness?
  • Build Commitment?
  • Build Practice?

• What have your best coaching conversations looked like?

• What tools, techniques, behaviors, etc., has your Coach utilized/displayed that you’ve found beneficial to your growth?

You have 20 Minutes to discuss and synthesize in your small groups.

“Our job as coaches is to interrupt the conventional.”

- Tom Fahy
“Clients grow not only because of what coaches do for them, but also (and perhaps even more so) because of who coaches are in relationship to them.”
Core Coaching Skills

- Mindful Listening
  - WAIT – Why am I talking?

- Open-Ended Inquiry/Questioning

- Reflecting

- Observing
Wrap-Up & Take-Aways
Wrap-Up & Take-Aways

• Think of one of your direct reports. (If you don’t have any direct reports, “practice” this thinking with someone else in the office.)

• What is his/her goal at this point? What is your goal at this point?

• Based on his/her performance, is this a coaching or a performance management situation?

• Based on your answer to the above, what is one next step you can take as it relates to this individual’s performance?