



# Building A Leadership Culture of Coaching

# Agenda

What is Coaching?

Goals & Intention

Leadership Revisited

The Three Centers

Basics of Coaching

4 Powerful Questions

Clarifying Relationship Expectations



Poem: Endless Horizon

# What is Coaching?

- \*According to the International Coaching Federation (ICF):
- \*ICF defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. The process of coaching often unlocks previously untapped sources of imagination, productivity and leadership.
- \*ICF -- <https://coachingfederation.org/about>

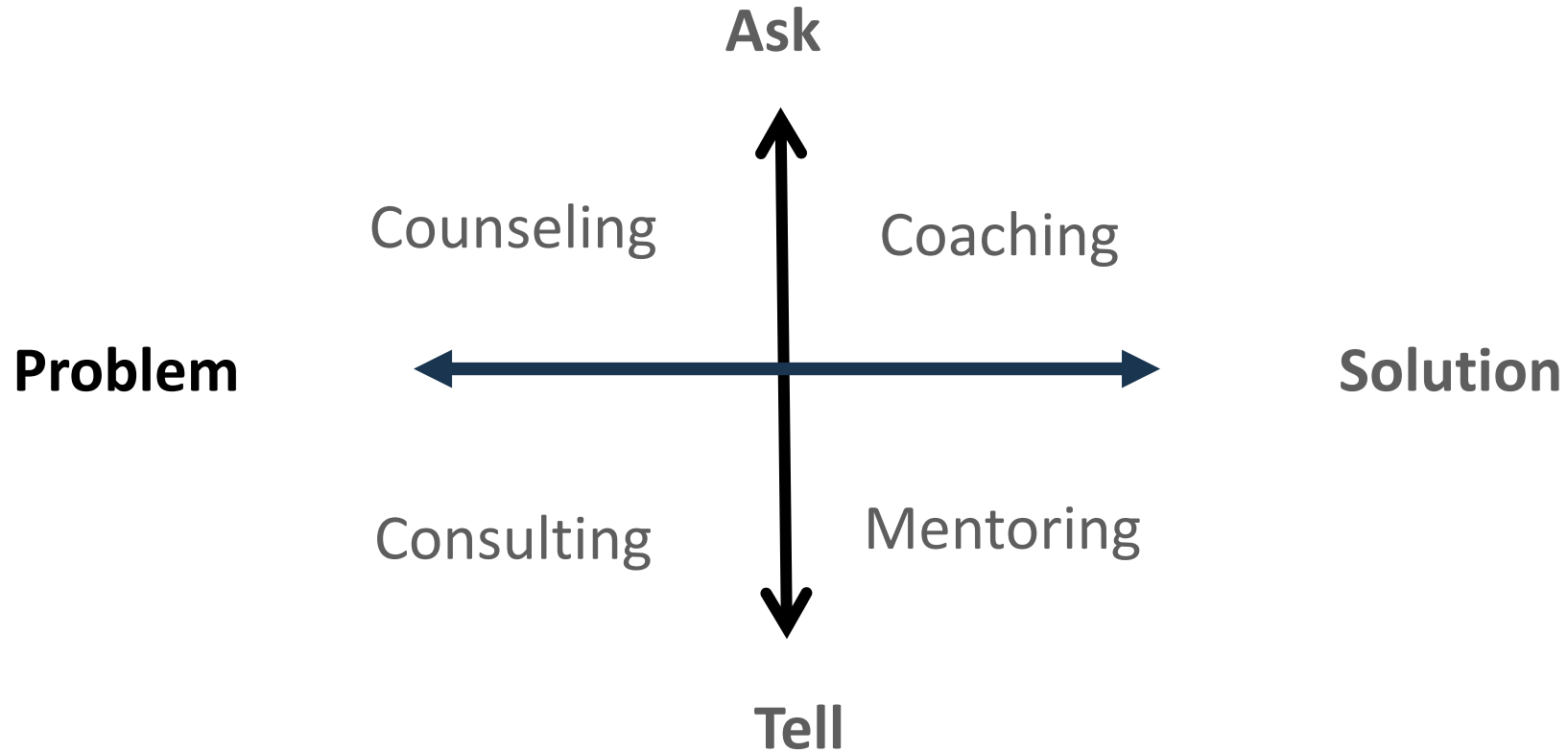
# Coaching Is Not...

**Consulting:** The consultant tells the client what to do to address a challenge or achieve a result; consultants often work on system or organizational issues.

**Mentoring:** A Mentor is a more experienced/senior performer who uses role or skill expertise to guide a junior performer to improve in the role or advance skills or for career development, usually through advising and telling the person how to do so.

**Counseling/Therapy:** The Counselor/Therapist diagnosis and treats specific issues. It usually focuses on the past and is remedial in approach.

# Coaching Approach Differentiated



# The End In Mind

What do you want to learn, get, or gain from the class?

What would you like to think and how would you like to feel and be as you leave the class?

What do you want to experience while in the class?

Any “Special Requests” for content

# The End In Mind

In Groups,

1. Get to know each other by sharing name, dept, and job title
2. Share your responses to the three questions from previous slide
3. Find a unique commonality and then name your group.
4. Pick a spokesperson to share the commonality

# Leadership Revisited

- \***Vision:** Those who lead by a compelling vision. Examples: Martin Luther King – “I have a dream...”; Steve Jobs pioneered personal computing and the integration of aesthetics and technology.
- \***Strategy:** Those who lead by strategic thinking. Examples include Sun Tzu (The Art of War), Jeff Bezos strategic maneuverings to position Amazon as leader of global e-commerce.
- \***Engagement:** Those who lead by charisma and by engaging with and connecting others. Examples include Richard Branson, known for his approachability, openness, and interaction with employees and customers.
- \***Execution:** Those who lead by getting things done. Elon Musk is an example of a leader known for his ability to set ambitious goals and drive execution to achieve them.



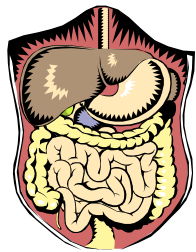
# The Three Centers



Head: *Home of openness and possibility*



Heart: *Home of connection and intimacy*



Gut: *Home of conviction and certainty*

Apply the three centers to you as a leader

# #1 of 2 Fundamentals of Coaching

## 1. A State of Curiosity

- An interest in or desire to learn
- Positive anticipation of discovery
- Comes from Latin root word meaning to care for and attend to something
- Often associated with play



I have no special talent. I am just passionately curious.  
—Albert Einstein

# #1 of 2 Fundamentals: COACH State

1. **Centered:** A feeling of being “grounded” and centered in oneself
2. **Open:** A sense of open-heartedness
3. **Aware:** Attending with awareness
4. **Connected:** Connected to oneself, one’s resources, and in rapport with the other
5. **Holding, Honoring:** Holding a space of positive potential



Be Present  
And Focused  
Be Curious  
And Compassionate

# #2 of The 2 Fundamentals of Coaching

## **2. A Belief In Human Potential**

- Each person has a robust set of life experiences useful in navigating the world
- People want to be helpful, to contribute, or be a part of to something greater than themselves in life
- People want to develop skills, be autonomous and develop mastery

# Progress On Your Take Away

- \*Recall your goal from the morning: What is one thing you can do now or before class ends to...
- \*Learn what you wanted to learn by the end of class?
- \*Create the thoughts and feelings you wanted to have when you leave the class?
- \*Access the experience you wanted while in the class?

# Advising

Exercise in pairs to note the impact of offering advice, both as the advice giver and as the advice recipient.

Designate roles: Advisor and Recipient (6 minutes each; 2 rounds, 3 minute debrief—15 minutes total)

Recipient presents a work challenge and Advisor immediately gives advice (“What you should do is...)

Recipient responds and Advisor continues to add advice

After 5 minutes, switch roles; after both rounds; share experiences

# Listening

Breakout in pairs:

In Pairs Designate roles: Listener and Speaker (5-7 minutes each; 2 rounds, 2 minutes debrief– 15 minutes total.)

Speaker presents a work challenge and listener only listens give listening cues (nod head, um-huh, yes)

When speaker pauses, say, “tell me more” or “what else?” or “and?”

After 5-7 minutes, switch roles; after both rounds; share experiences

# Outcome Orientation

**An outcome orientation means that you orient toward goals instead of problems**

A Coach is a method of conveyance from where you are now to where you want to be.

Problem Orientation

vs

Outcome Orientation



Basic Question: What do you want instead?



# Backtracking

Paraphrasing what the person has said and

- \*Match key words or phrases from the speaker's content. Key words are words/phrases that represent what is important to the person
- \*Observing congruence or ask for confirmation
- \*Clarify (if needed)



# From Problem to Outcome

## **Start with the problem and move to the outcome**

Elicit the problem:

What is the challenge? How is it a problem?

How does it show up?

How does it effect you?

Shift the focus:

What does this remind you of that you value?

What do you want instead?



# Progress On Your Take Away

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# Four Powerful Questions: #1

**What do you want?** The Goal should be stated positively

How to handle an outcome expressed as a negation (something the person does not want or is trying to avoid or stop)

**What do you want instead?**

Variant: If that wasn't happening, what would you like to happen instead?

If a miracle occurred and you did not have to deal with it, what do you want in its place ?

# Four Powerful Questions: #2

**Where, when, and with whom do you want it?**

Goals are meaningful when they are

- Positive: toward, not away from
- Self Initiated: Actor agency; self-efficacy
- Contextualized: Placed in a specific context or contexts.

# Four Powerful Questions: #3

## **How would you know you have it?**

This Third inquiry point includes a set of questions to drill down into specific indicators of success

What would you see as evidence that the goal is accomplished?

What would you hear? What would you feel?

How would others know it is done?

What would be happening that is not now happening?

What metrics and specific deliverables may be used?

# Four Powerful Questions: #4

## **What would having the goal do for you?**

Variants of this question include:

What would having the goal achieved...

...do for you? Or ...get for you?

...allow you to have, do, or be?

...get that is even more important?

...serve in the bigger picture?

It is sometime useful to ask this several times over with each new reply.

# Day 2 Agenda

Setting Intention

Empowerment Questions

Clarifying Relationship Expectations

Disney Strategy

Neurological Level Alignment



# The End In Mind

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Any “Special Requests” for content

# Bonus: The Empowerment Question

**What is your part in bringing it about?**

(Actions, Resources, Frames, Mindsets)

\*Explore and identify:

\*Action: What actions will you take?

\*Resources: What resources (people, systems, technology Etc.) can help achieve the goal?

\*Frames: How will you "frame" the goal

\*Mindsets: What mindset will help you achieve the goal?



# Clarifying Role expectations

- Apply the four questions to clarify role and relationship expectations.
- **Importance of Values and Criteria**
- What do you want in a coach (manager, leader)?
  - ID Values words and phrases?
- Use value words and phrases to get context and evidence: Where, when, do you want the value met?
- How would you know the value is met?
- What does having a coach (manager, leader) who meets those values do for you?



# The Disney Strategy

## Purpose:

To explore, expand, and refine a goal to include the goal and strategies to achieve it.

## Method:

Cycle through three position until the goal and plan are fairly comprehensive

## Positions:

- Dreamer
- Relist
- Critic



# Storyboarding Your Future

## Purpose:

To break down long-term goals to shorter steps and give enough of a path to initiate action

## Method:

- Identify the long-term goal and anticipated time frame to achieve it. Identify evidence of goal achievement.
- Then break time frame down into at least 3 major steps working backwards (halfway; quarter way. Eighth way If one year, then the segments would be 6 mo, 3 mo, and 6 weeks).
- Identify current action that is leading to next immediate goal

# Neurological Level Alignment

- \*A process for enriching a goal by running the goal through a series of steps:
- \*Environment: Where? (Places /situations)
- \*Behavior: What you do? (Actions associated with the goal)
- \*Capabilities: How you do it? (Skills and strategies)
- \*Beliefs and Values: Why you do it? (What is important)
- \*Identity: Who? (Your role and sense of self)
- \*System: Greater Impact? (benefit to larger system; difference it makes in the world)

# Progress On Your Take Away

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\*Complete Evaluation

\*Poem: We Are Messengers