

# Creating a Coaching Environment

To Strengthen Yourself and Your Organization



# Today's Objectives

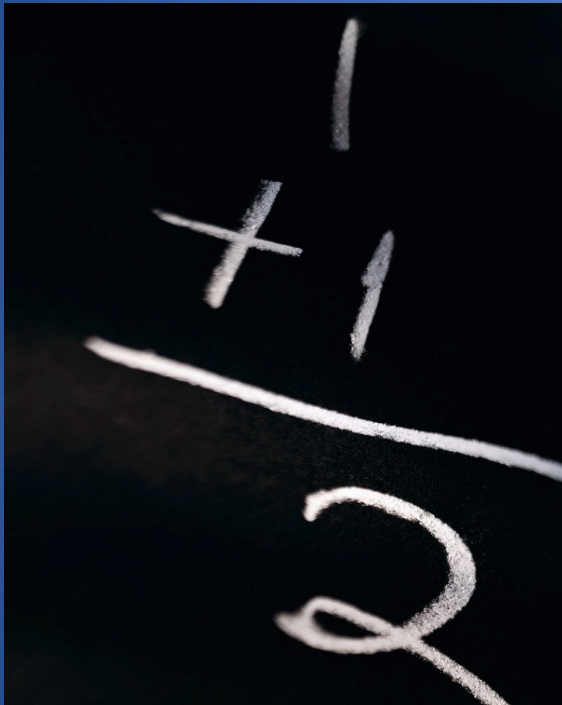


Effective  
Communication

Coaching:  
Individual

Coaching:  
Organizational

# Fast Fact



*Communication between employees and senior management ranks among the top five “very important” aspects of job satisfaction, as reported by both employees and HR professionals.*

Source: 2007 Job Satisfaction: A Survey Report by SHRM,  
[www.shrm.org/surveys](http://www.shrm.org/surveys)

# Perception



# Perception Exercise



A businessman had just turned off the lights in the store when a man appeared and demanded money. The owner opened a cash register. The contents of the cash register were scooped up, and the man sped away. A member of the police force was notified promptly.

# Perception Exercise Questions

1. A man appeared after the owner had turned off the lights.
2. The robber was a man
3. The man did not demand money
4. The man who opened the cash register was the owner
5. The store owner scooped up the contents of the cash register and ran away
6. Someone opened a cash register
7. After the man who demanded money scooped up the contents of the cash register, he ran away
8. While the cash register contained money, the story does not state how much
9. The robber demanded money of the owner
10. The story concerns a series of events in which only three persons are referred to: the owner of the store, a man who demanded money and a member of the police force
11. The following events are true: Someone demanded money, a cash register was opened, its contents were scooped up, and a man dashed out of the store.

# Perception Key Points

- *We do not always “see” the same things, although we think we do*
- *Two people can view the same event and draw different conclusions*
- *We are “set up” to have different perceptions because of the differences in past experience, culture, values, etc.*
- *It is important to understand that another person can perceive something different than you do and still be right*

# Face to Face Communication



# Be The Message



**“What if, and I know this sounds kooky,  
we communicated with the employees.”**



**Authenticity means speaking the truth in a way that enables results and strengthens relationships**

# Be Authentic



# Exercise:

- What examples, if any, can you give of constructive feedback that you want to give to a colleague, but have not given? Why not?
- What conflicts, if any, are you avoiding at work, even though you have something to contribute to the issue? How can you appropriately assert your point of view?
- How can you strengthen a relationship by being more authentic?

# What is Listening?



# What is Listening?

## DEFINITION:

Listening is the ability to accurately perceive a message conveyed by another person.

- It is far more than the exchange of information
- It is effectively used to create a “safe place” for others to explore their inner feelings
- It builds confidence and trust in relationships

# Active Listening

## 1. Create a Safe Place

- draw the other person out
- use door openers: “could you explain,” or “tell me more”
- be acknowledging: “I see,” “yes,” “go on”

## 2. Become Actively Involved

- focus your complete attention on the speaker
- make eye contact
- smile genuinely
- maintain open, relaxed posture
- sit or stand squarely
- lean forward
- avoid physical barriers
- tune out distractions

## 3. Avoid the Temptation to Evaluate

- don't judge
- don't criticize

# Active Listening

## 4. Search for Meaning

- decode the message
- perceive speaker's feelings
- discover the real message

## 5. Confirm Your Understanding

- acknowledge
- restate
- paraphrase

## 6. Bring Closure

- summarize
- state your position (if appropriate)
- agree on actions to be taken (as necessary)

# Active Listening Exercise

## EXAMPLE

Employee Says:	Possible Feelings:	Response:
<p><b>“I have too much unscheduled work. I can never get it all done.”</b></p>		

# Listen with Purpose



# Communication



**WORDS:** 7%

**TONE OF VOICE:** 38%

**FACIAL OR BODY  
LANGUAGE:** 55%

# Communication Exercise



You'll Need:

A piece of  
paper

A pen or  
pencil

# Communication Exercise

- Draw an egg shape
- Draw a circle touching the egg shape
- Draw a small circle inside the circle you have just drawn
- Draw three straight lines inside the egg shape
- Draw two small lines coming out of the circle that touch at one end
- Repeat just below

# Communication Exercise

- Draw two longer lines coming out of the egg shape
- Draw a line to join up these two lines
- Draw three straight lines inside the shape you have just created
- Draw two lines coming out of the bottom of the egg shape
- Draw two short lines coming out of the lines you have just drawn.

# Communication

- *Balance of listening and talking*
- *Clarifying questions*
- *Check perceptions*
- *Test Assumptions*



# Effective Coaching by Speaking Simply and Powerfully

the Rule of 3

# Improving the Overall Capability of Managers

If your organization could improve the overall capability of your managers,

- What one skill area would have the biggest impact on the organization's overall performance?

- Having a candid dialogue: 31%

# What's the Cost of Coaching

Cost of Turnover

Cost of Reduced Productivity

# Turnover Cost Formula

Annual Salary	\$40,000
Replacement cost at 150%	\$60,000
40-Employee Company with 10% Turnover	$\underline{X} \quad 4$
TOTAL COST PER YEAR	\$240,000

# Vital Differences Between Mentoring, Coaching & Managing

## Mentor

Growth  
*and*

Development

## Coach

Performance  
*rather than*

Development

## Manager

Achievement  
*of*

Work Tasks  
Priorities

# Your Role as a Manager



Establish  
Goals

Communicate  
Goals &  
Expectations

Coach &  
Mentor  
Employees

# Defining Coaching



# Qualities, Characteristics & Skills of Effective Coaches



# 3 Feedback & Coaching Situations

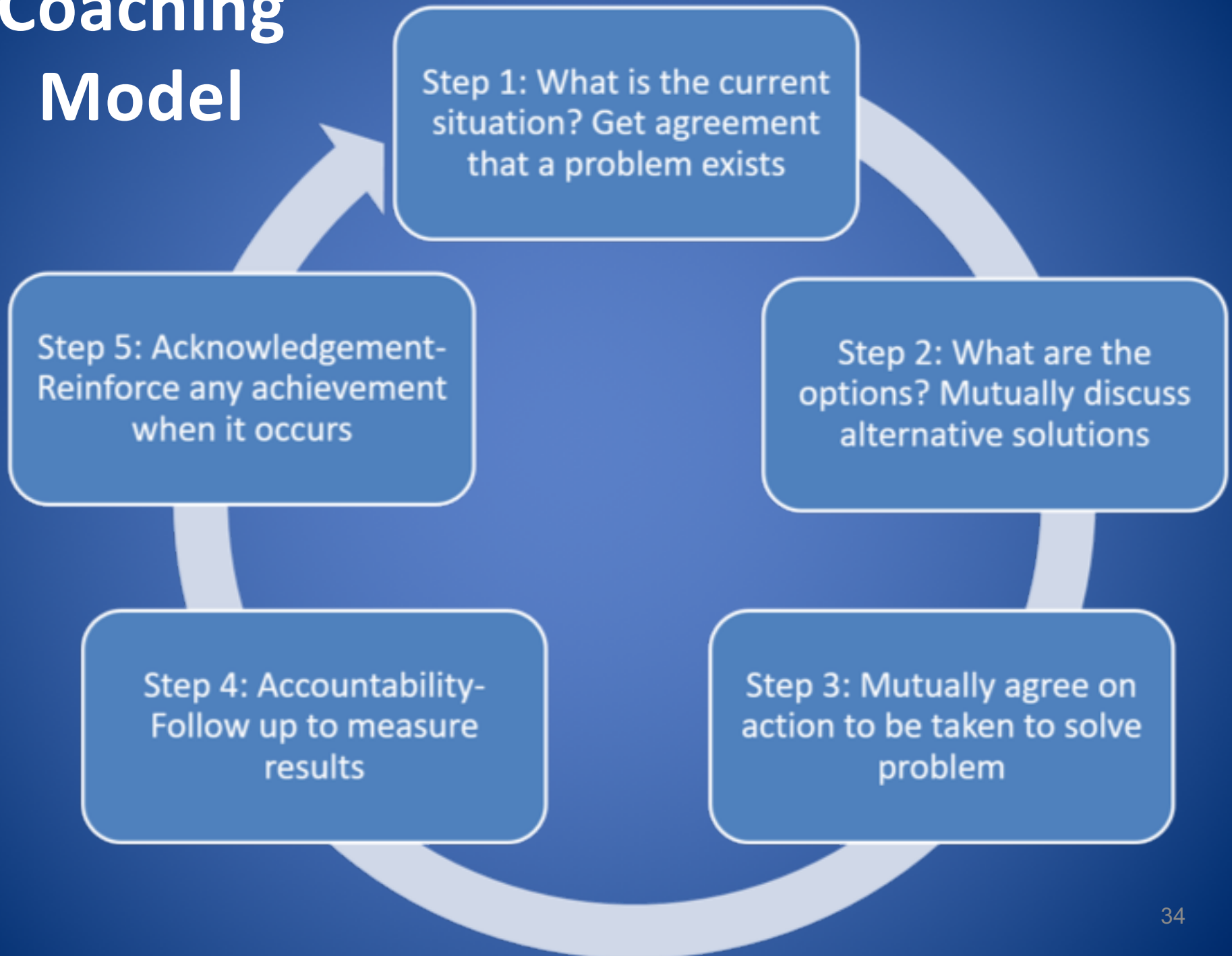


On-going  
Performance  
Feedback &  
Monitoring

Performance  
Review  
Feedback

Developmental  
Feedback &  
Mentoring

# Coaching Model



## 4 Critical A's of Coaching

- Active Inquiry
- Appreciative Inquiry
- Accountability
- Acknowledgement

# Active Inquiry

- ✓ A foundational coaching conversation
- ✓ Practice of asking powerful open-ended questions
- ✓ Inquiry helps you understand a situation, and often helps your employee resolve an issue on their own

# Active Inquiry: Questions to Ask

- ✓ How long has this been a problem?
- ✓ What is it costing you?
- ✓ What has worked and what hasn't worked?
- ✓ What do you think is the root cause of the problem?
- ✓ What beliefs do you have about the situation?

# Active Inquiry Exercise

- ✓ Ask nothing but open-ended questions with the goal of generating insights
- ✓ No closed-ended questions
- ✓ Debrief

# Appreciative Inquiry

- ✓ Builds upon the positive aspects of human nature
- ✓ We work best when our gifts (strengths) are noticed and utilized
- ✓ We work best when conditions for exceptional performance are enhanced
- ✓ We each need to be seen as essential to the group. If we “lift up” meaningful contributions, it creates a compelling guiding image for others
- ✓ We build energy for others when people can express and experience their “full voice” about the good, better, possible.

# Appreciative Inquiry: Questions to Ask:

- ✓ What's worked/working that you can build on?
- ✓ What becomes possible once you overcome this challenge?
- ✓ Who do you want on your team in order to solve this problem?
- ✓ What's a small success you can achieve by taking one step forward?

# Appreciative Inquiry Exercise

- ✓ Role Play: Ask nothing but open-ended questions with the goal of generating insights
- ✓ No closed-ended questions
- ✓ Debrief

# Accountability

- ✓ Help employee stay accountable for their goals
- ✓ Questions to Ask:
  - ✓ Is this goal important to you?
  - ✓ I appreciate the goals we have been achieving; however, it seems like progress has slowed down the last month. What do you see has slowed your progress?

# Acknowledgement

- ✓ Celebrate a small or large achievement
- ✓ Acknowledge vulnerability & willingness
- ✓ Reflections:
  - ✓ I want to say that I really respect and admire..
  - ✓ What were their contributions to the success of the goal?
  - ✓ What is going on that they are not willing to acknowledge their success?

# Active & Appreciative Inquiry:

## Exercise: Acknowledging

- ✓ Ask nothing but open-ended questions with the goal of generating insights, listening, and acknowledging
- ✓ No closed-ended questions
- ✓ Debrief

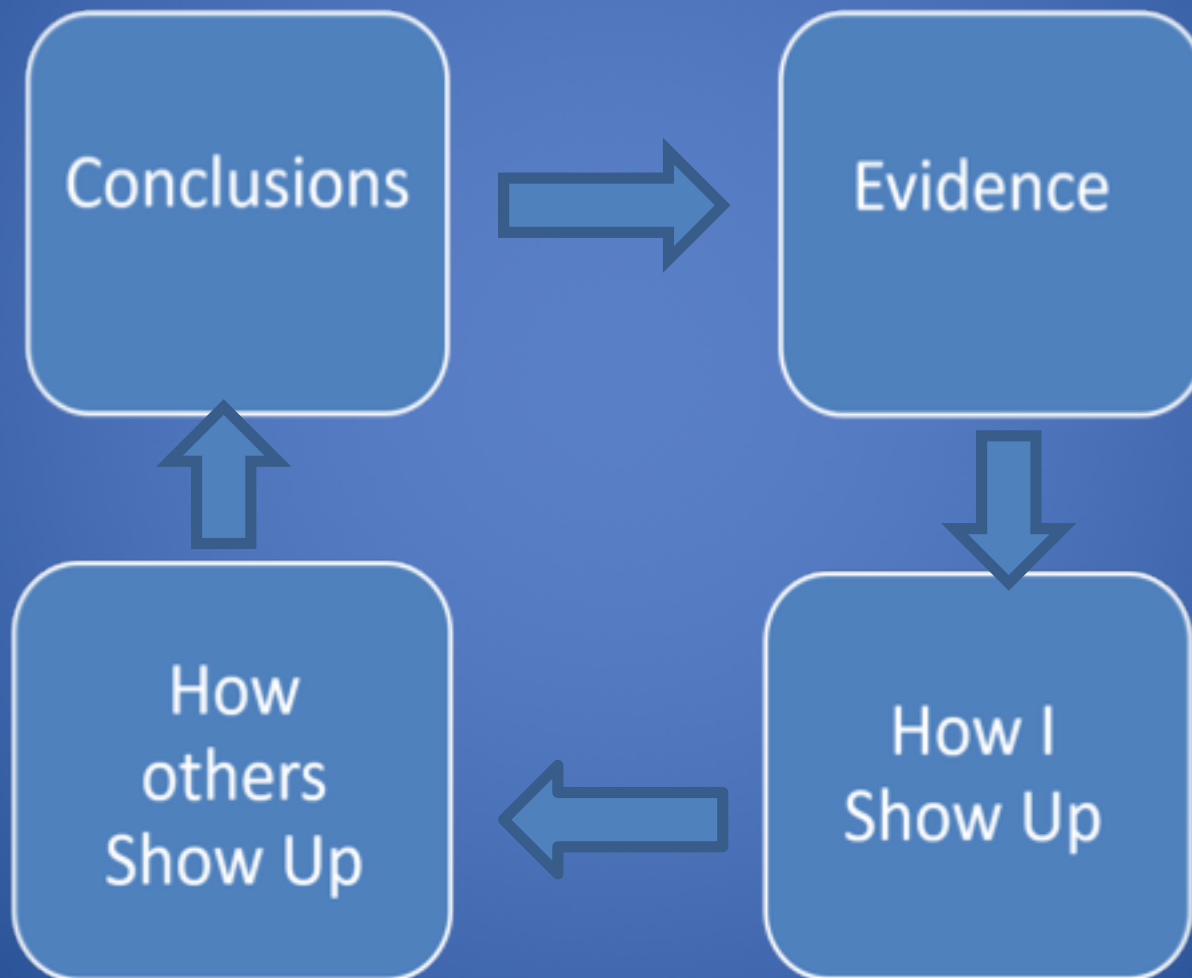
# Perceptual Coaching

- Extremely powerful process that changes the automatic thinking and perceiving patterns of your staff member
- Examples:
  - I can't trust anyone
  - It needs to be perfect
  - I need to be right
  - I don't have enough..(time, money, etc..)

# Foundational Principles of Perceptual Coaching

- Perceptions guide how we think and act
- Some perceptions support us others hold us back
- Perceptions are deeply held and have been ingrained over many years
- Perceptions that don't serve us have costs

# 4 Box Model Exercise



# 4 Box Model Exercise

- Listen for:
  - Over generalizing
  - Should, must and have-to
  - Fortune telling or jumping to conclusions
  - All or nothing thinking
  - Labeling
  - Discounting the positive
  - Guilt, blame or shame

# Perceptual Coaching Process

- Recognize and acknowledge/appreciate the perceptions/beliefs the employee has that do support his/her goals
- Identify places where perceptions seem to be limiting their effectiveness
- Choose one perception to work on
- Conduct an inquiry to get at the costs of the perception

# Perceptual Coaching Process Continued

- Phase 1 Questions to Ask:
  - What situations have come up where this perception got in the way? How?
  - How is this spilling over outside of work? What impact is this having on your health, relationships, etc?
  - What emotions (e.g. anger, fear, sadness) come up?

# Perceptual Coaching Process Continued

- Phase 2: Carry that perception out in time
  - If you don't do anything right now, what will the cost be in 6 months, 1 year, 3 years?
- Choose a replacement that is empowering but doesn't compete with old belief

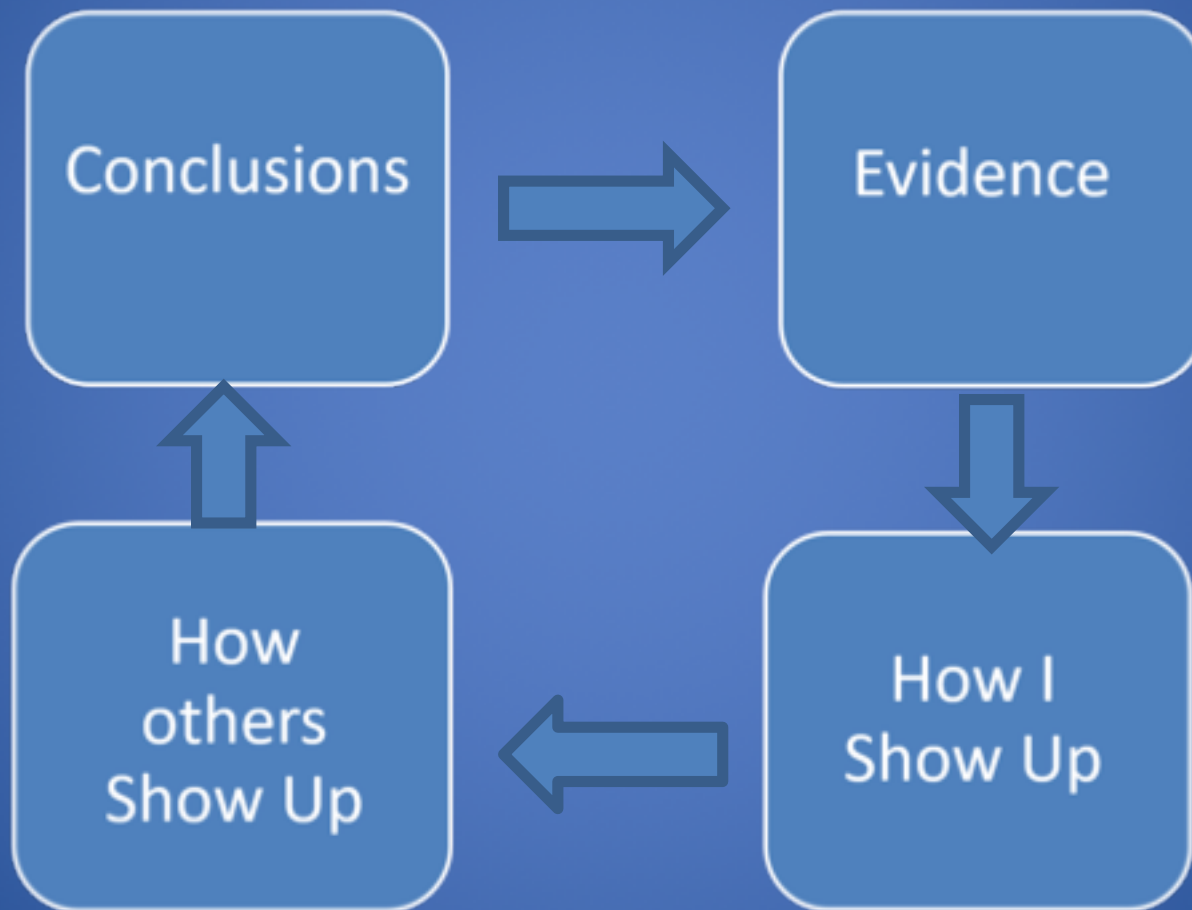
# Perceptual Coaching Process Continued

- Go through benefits of the new perception/belief now and in the future by using the If then... exercise
  - If I do this.... Then...
- Questions to Ask:
  - If you change this-what happens, what does it mean to you, your team, spouse, and family?

# Perceptual Coaching Process Continued

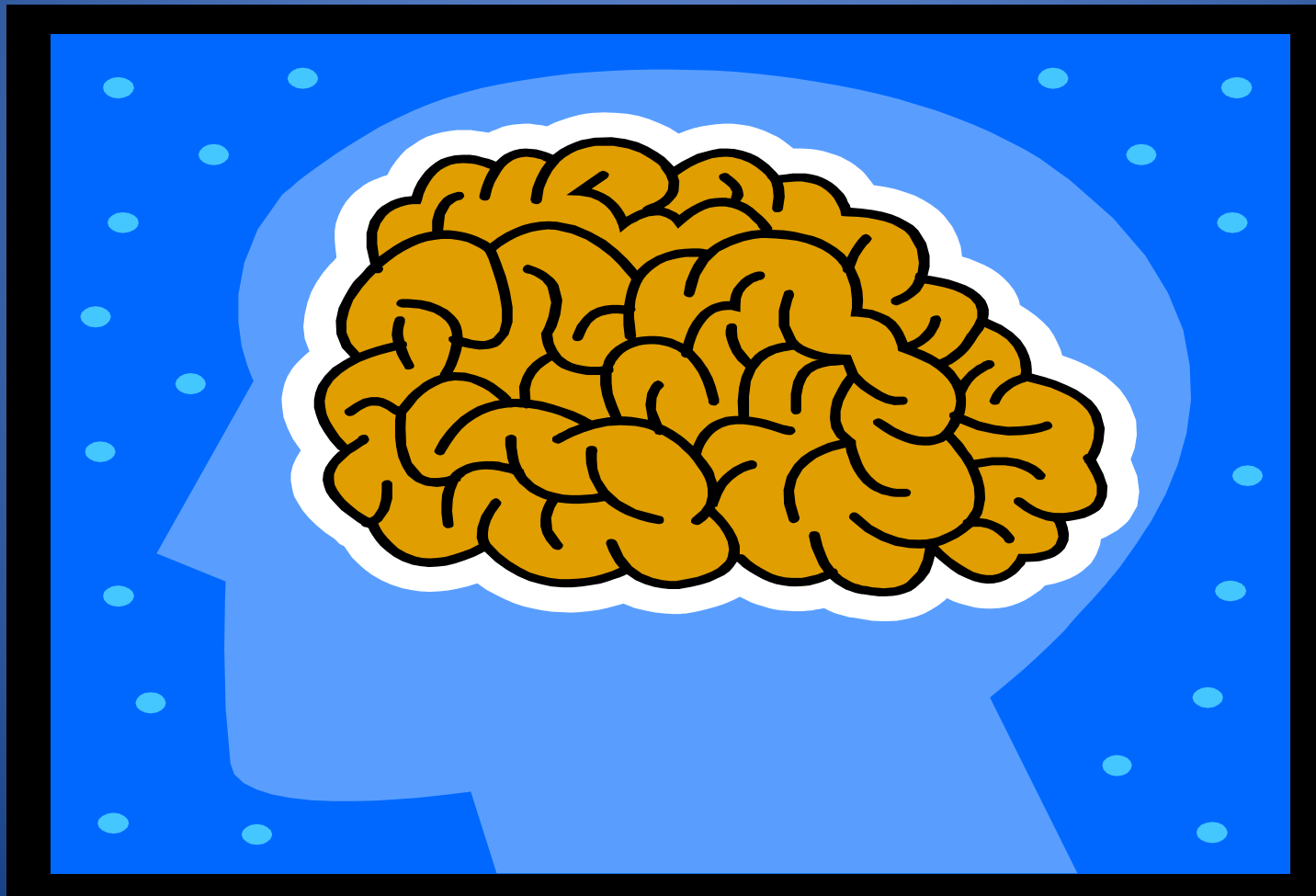
- Make new perception/belief a habit
  - Preplanning and mental rehearsal
  - Journaling to record thoughts & results
  - Self-talk
  - Acknowledge success
  - Talk about success and failure to keep on track
  - Takes 90-120 days plus to make a change

# 4 Box Model Exercise



# Coaching The Team

Knowledge is your team's most important asset



# Optimism: Expecting a Positive Outcome



# Optimistic Team Members

- Explain setbacks as temporary, specific, and, where appropriate, externally caused.
- Do not view the event as long-lasting or permanent
- Believe event can be corrected and refuse to consider it a catastrophe
- It is a single event with a specific negative impact
- They only own the result if they should (within their control)

# Pessimism: Expecting a Negative Outcome



# Pessimistic Team Members

- Explain setbacks as permanent, pervasive, and personal
- Believe the negative setback is long-lasting
- Globalize the setback and believe “all hell is breaking loose”
- Believe they are responsible for the setback even when they are not.
- Tend to play the setback over and over again in their minds.

# Teams

Reflect the attitudes of the individual team members



# Teams



# Optimistic Questions

- Coaching technique you can use when a team experiences a setback is to ask optimistic questions.
- This is any question that causes the team to think about the things they want to have happen.

# Self-Efficacy=Beliefs



# Team Exercise

- Identify a challenge concerning a team
- Discuss the various questions you would ask the team
  - Active Inquiry
  - Appreciative Inquiry

# Mastery Experience



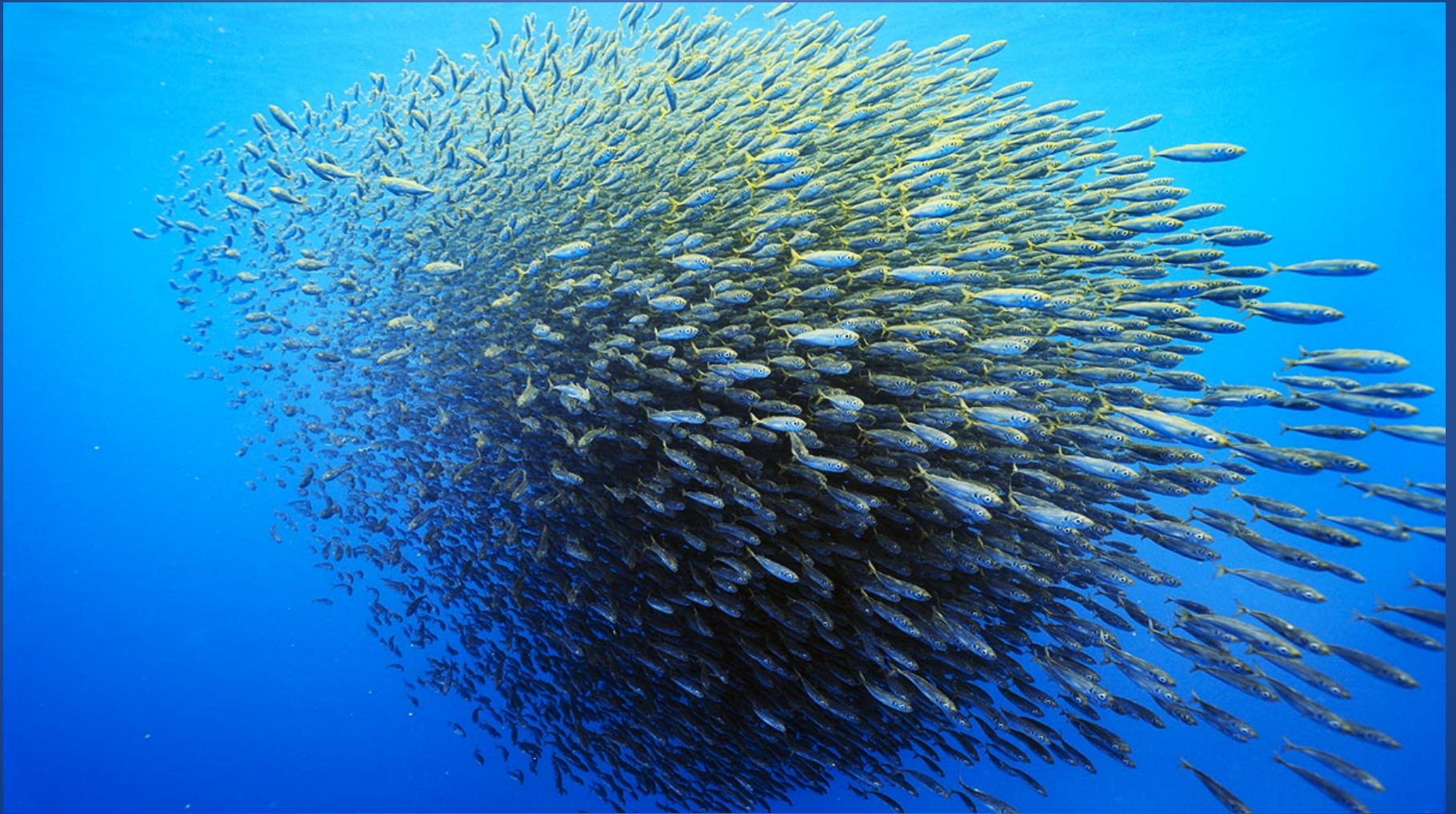
**“If I can do it, you can do it!”**



# Peer Models

- Demonstrate continual improvement
- At first, performance is flawed, but over time they improve on the sequential steps, the strategies for overcoming obstacles, and the thought processes necessary for success
- Convey how persistence can lead to success

# Peer Models



# Mastery Models

- Demonstrate successful execution of a specific task
- Demonstrate proper sequential steps, the strategies for overcoming obstacles, and the thought processes necessary for success
- Comparing ourselves unfairly with someone else is a way we can weaken our self-efficacy

# Mastery Models



# Social Persuasion



"All those in favour say 'Aye'."

"Aye."

"Aye."

"Aye."

"Aye."

"Aye."

# Social Persuasion

- An executive needs to convince a group that a big change in direction is necessary.
- “Managers can take the wind in their faces and make it wind in their sails by speaking not just of what will be gained by moving but also of what will be lost if people fail to move”.

# Social Persuasion



# Social Persuasion

The other place people look is to peers. If a couple of people are hanging back in a team meeting, the manager shouldn't hammer those guys, trying to get them to fall in line. Instead, he or she should identify a respected member of the group who agrees with the plan and ask that person to weigh in. Peers are often more convincing than executives when we're deciding what we should do.

# The Quickest Way to Improve

*The most severe complaint about team leadership from team members involves leaders who are unwilling to confront and resolve issues associated with inadequate performance by team members*

-Carl Larson and Frank LaFasto

*TeamWork: What Must Go Right /  
What Can Go Wrong*



# Conclusions

- Coaching provides the ability to:
  - Improve and sustain results
  - It can add significantly to the transfer of training by implementing the art of active and appreciative inquiry:
    - “What will that concept look like when you actually apply it on the job?”
    - “How did that work for you?”
- “Coaching gets people into dialogue and moves the dial on goals”

# Commitments

## **Commitment:**

Identify a specific step you will take in the next month on your leadership journey.



# Today's Action Items

## Key Learning Points

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## How I Plan to Use Them

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

# Thank You!

Vickie Seitner

Career Edge One-  
On-One Coaching  
and Consulting

402-660-6053

[Vickie@CareerEdgeOne.com](mailto:Vickie@CareerEdgeOne.com)

[www.CareerEdgeOne.com](http://www.CareerEdgeOne.com)