

# Creating a Coaching Environment

To Strengthen Yourself and Your  
Organization



# Today's Objectives

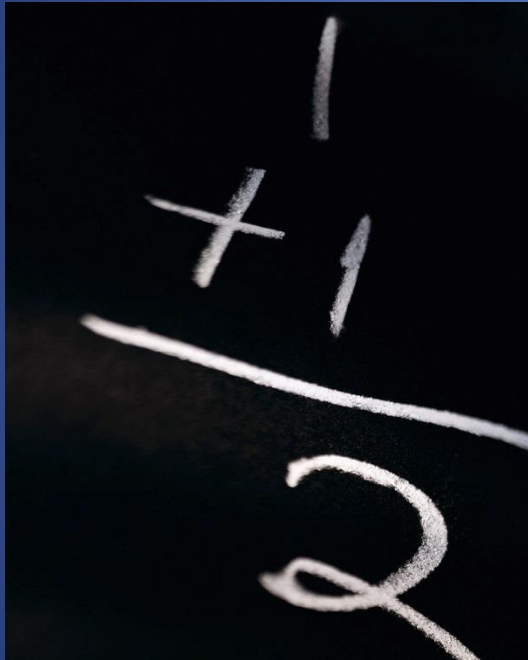


Effective  
Communication

Coaching:  
Individual

Coaching:  
Organizational

# Fast Fact

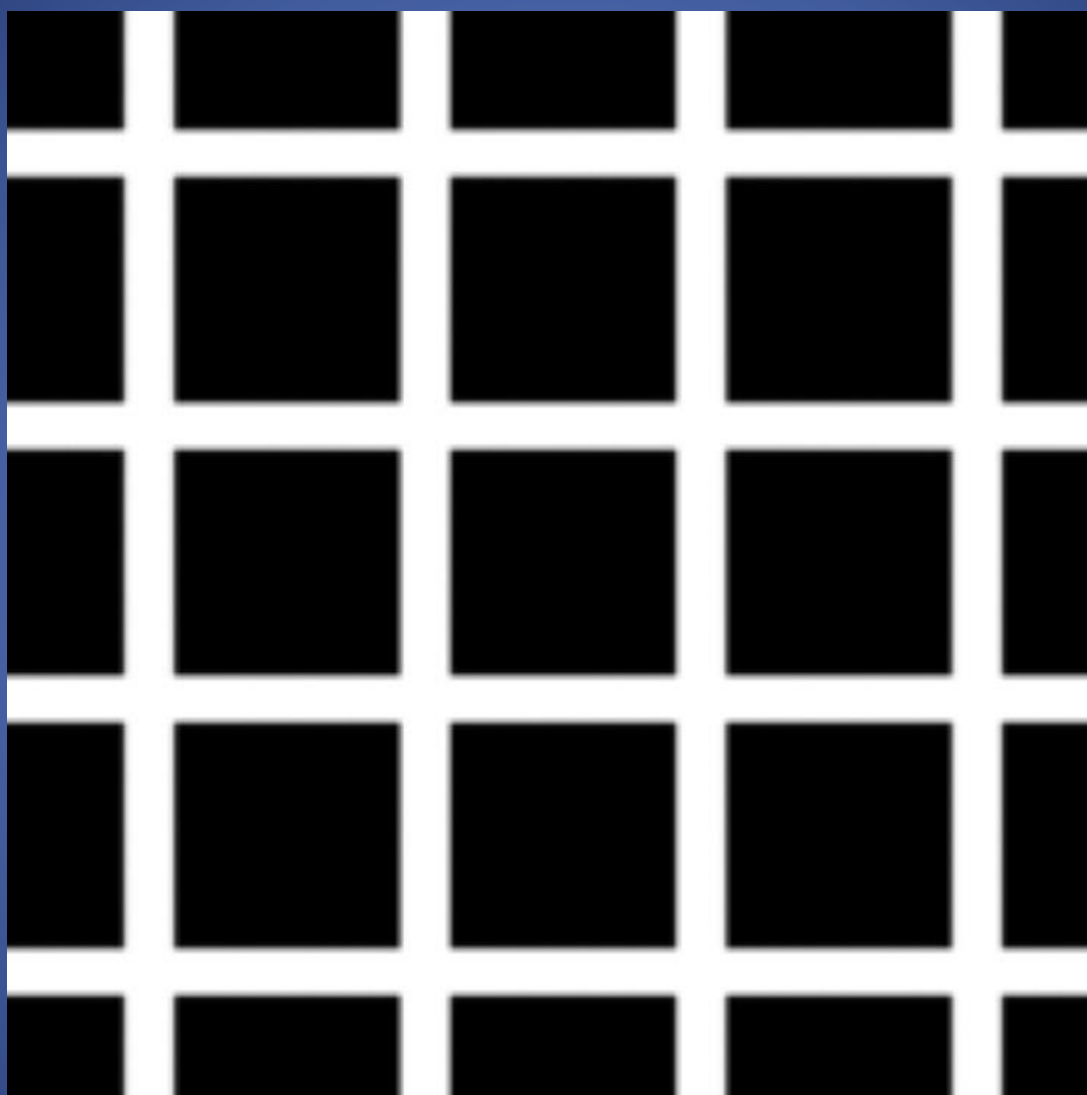


*Communication between employees and senior management ranks among the top five “very important” aspects of job satisfaction, as reported by both employees and HR professionals.*

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

# Perception

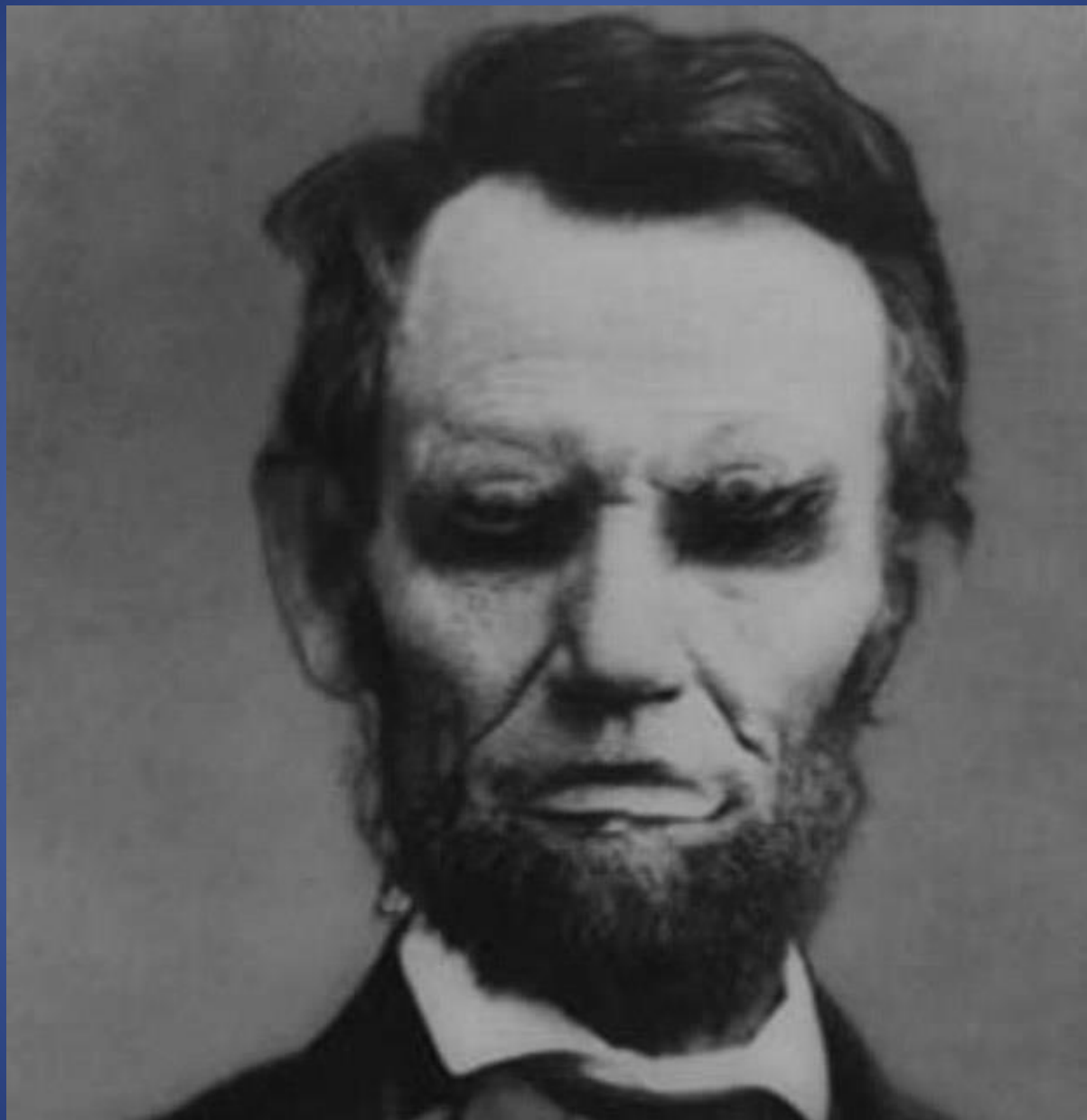














# Perception Key Points

- *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.”**

- How do you make tough decisions? How long do you take? How much time do you need?
- What is your tolerance for risk and how do you treat employees and colleagues who do take risks?
- When do you give up and quit?
- How do you react to frequent and/or major change?
- How willing are you to admit mistakes when you are wrong?
- How much do you trust others to get the job done?
- How much information are you willing to share with others about the organization?
- What percentage of time do you keep your word?
- How do you behave with others when you are under pressure?





**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	<u>X</u> 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



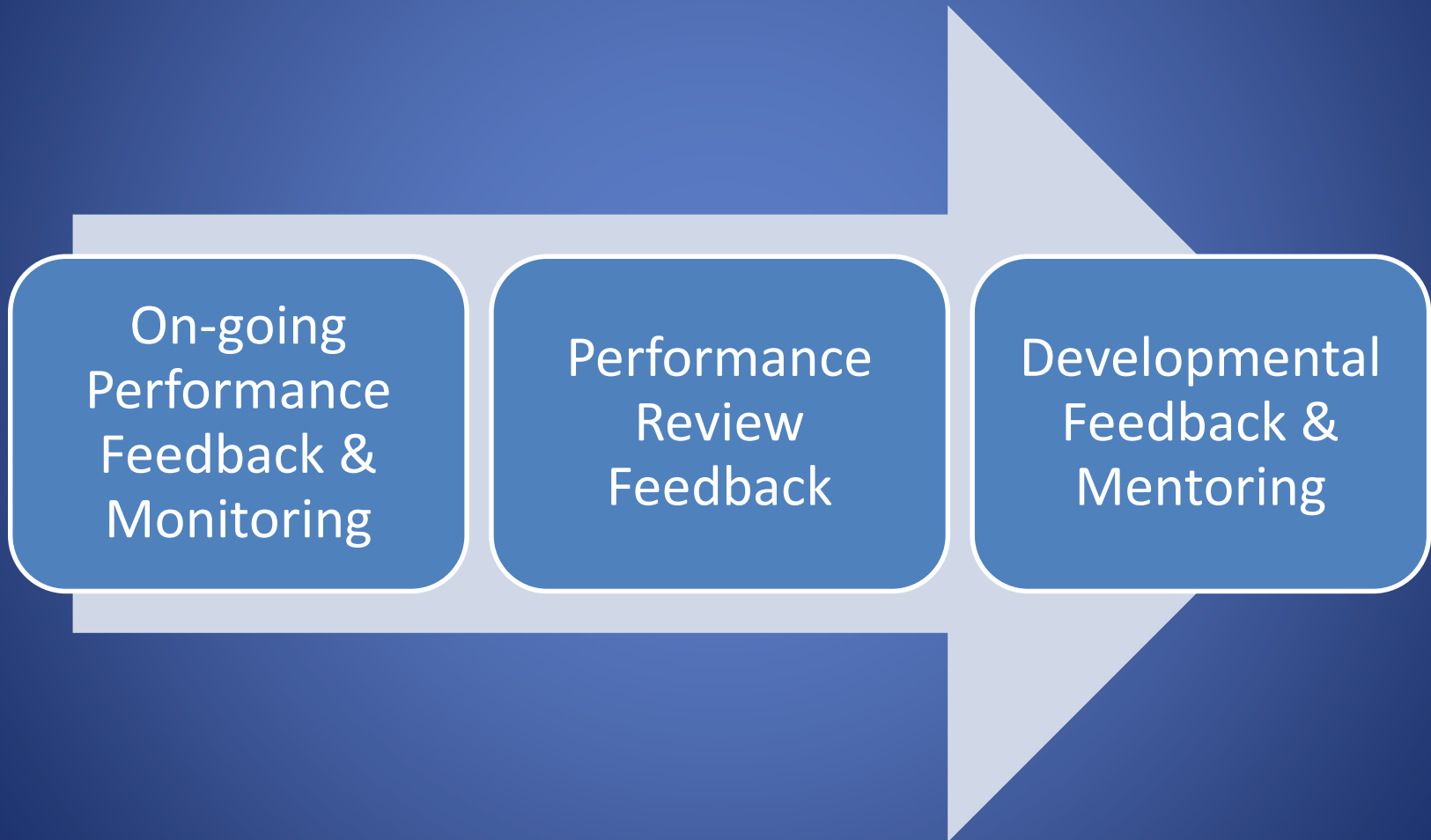
# Qualities, Characteristics & Skills of Effective Coaches

Patience	Consistency
Enthusiasm	Flexibility
Honesty & Integrity	Resourcefulness
Friendliness	Influence & Power
Genuine Concern for Others	Courage to Speak Up
Self-Confidence	Courage to Speak the Truth
Fairness	

# Skills for Effective Coaches

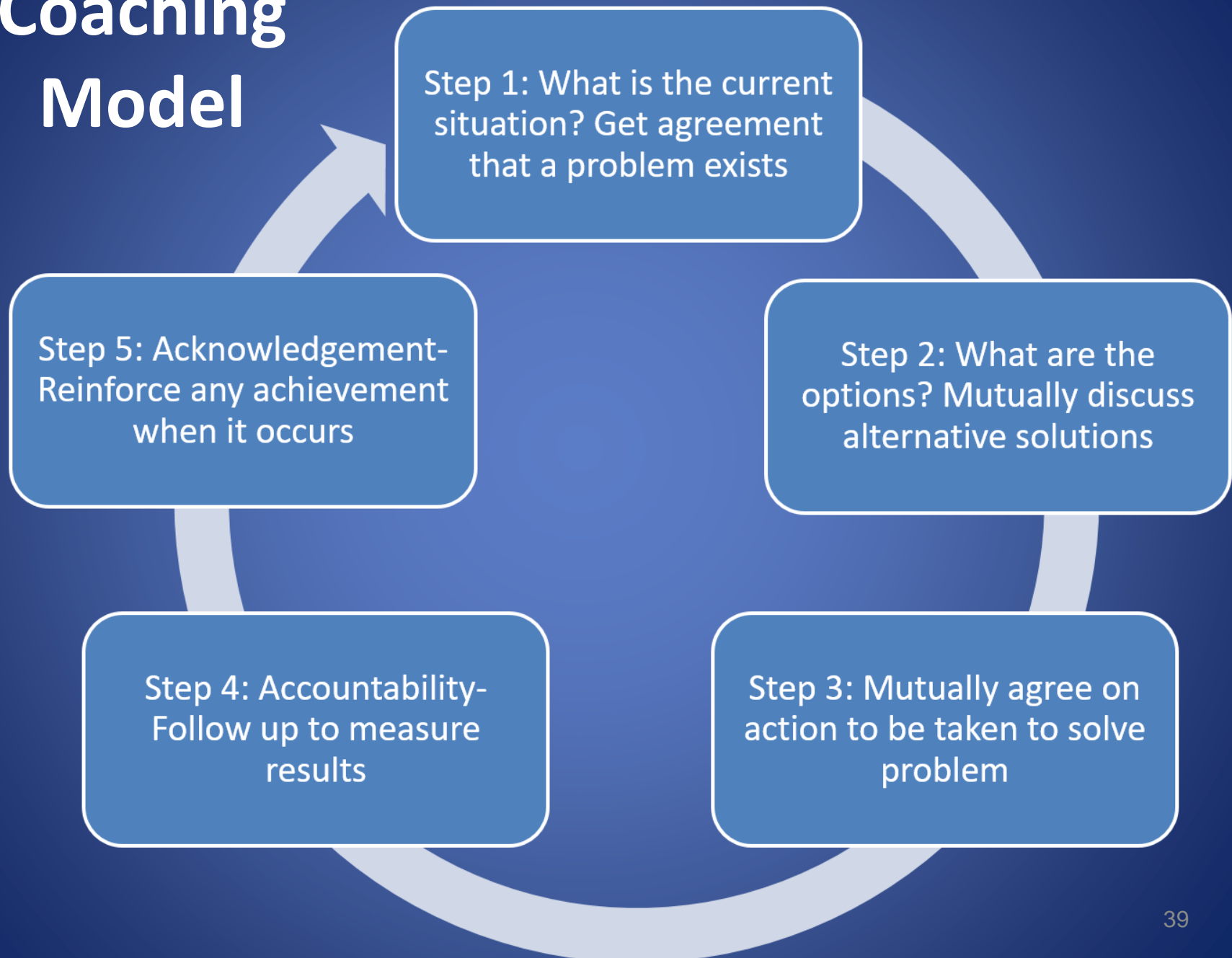
Communicating Information	Listening & Supporting
Questioning & Challenging	Setting Goals & Objectives
Establishing Priorities & Expectations	Relating to People at all Levels
Analyzing	Planning & Organizing

# 3 Feedback & Coaching Situations





# 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

## Possible topics:

- How to begin a coaching session? How to approach someone with the intent of having a coaching session?
- How do you coach someone who is older than you?
- How to have a conversation with a staff member when they are complaining about other staff members?
- How do I address the issue of unapproved over time and time management?
- My staff tell me I am a micro-manager.
- How do you hold people accountable and still maintain respect?
- How do you manage an employee who is confrontational and disrespectful?
- How do you address someone who complains in front of the team?
- How do I instill faith and trust in my team?



# 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?

# Active & Appreciative Inquiry:

## Exercise: Accountability

- ✓ Role Play: Ask open-ended questions with the goal of generating insights
- ✓ Debrief

# Accountability Questions

- What is our shared goal?
- What's our ultimate purpose with this goal?
- What does success look like?
- How will we measure success?
- What steps must we take to get there?
- What piece of this will you own?
- How will we hold ourselves accountable?
- How will we respond if things go off-course?



# 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 open-ended questions with the goal of generating insights, listening, and acknowledging
- ✓ Debrief

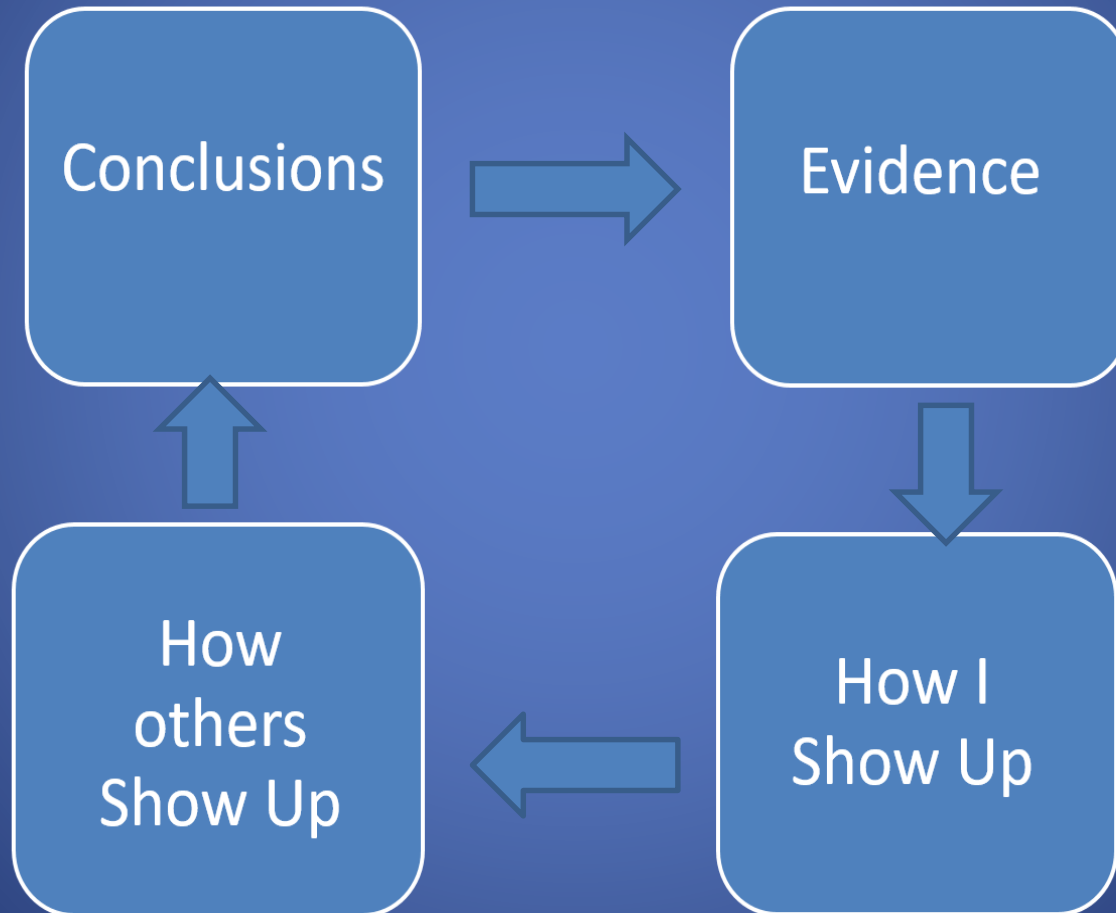
# Perceptual Coaching

- 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



# 4 Box Model

- 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

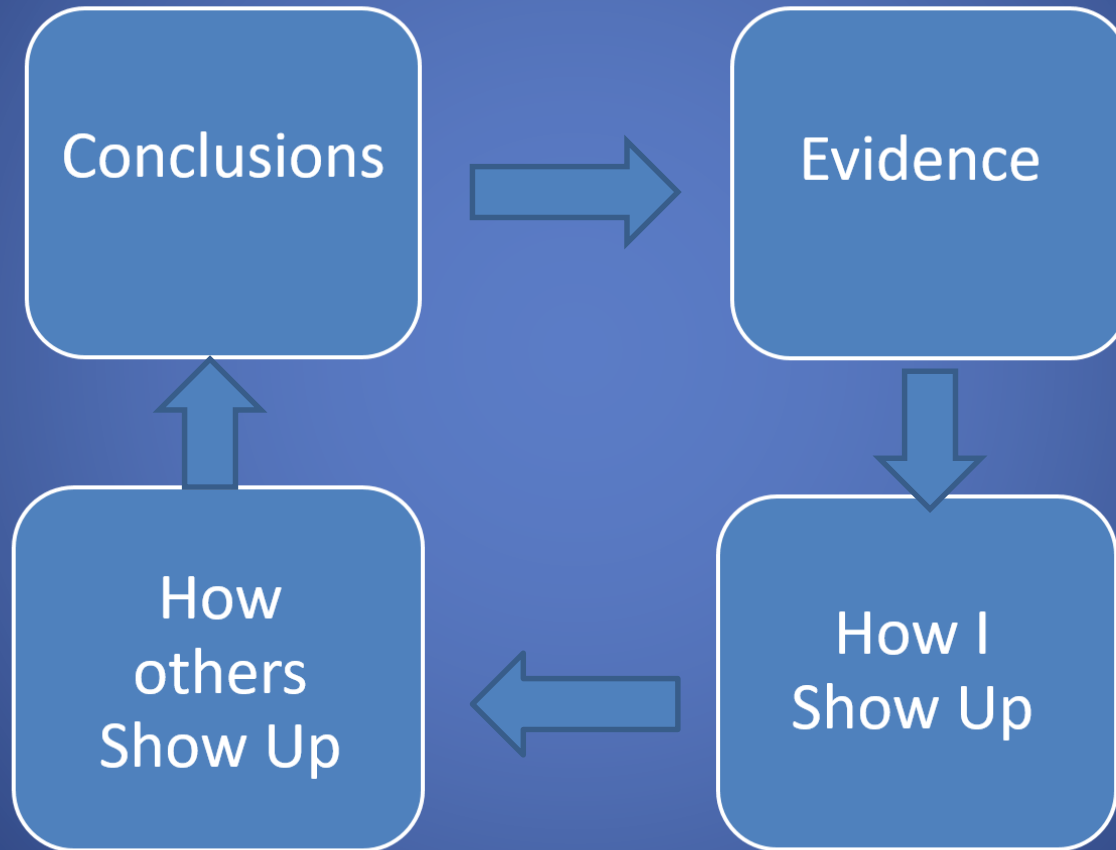
# Perceptual Coaching Process Continued

- 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

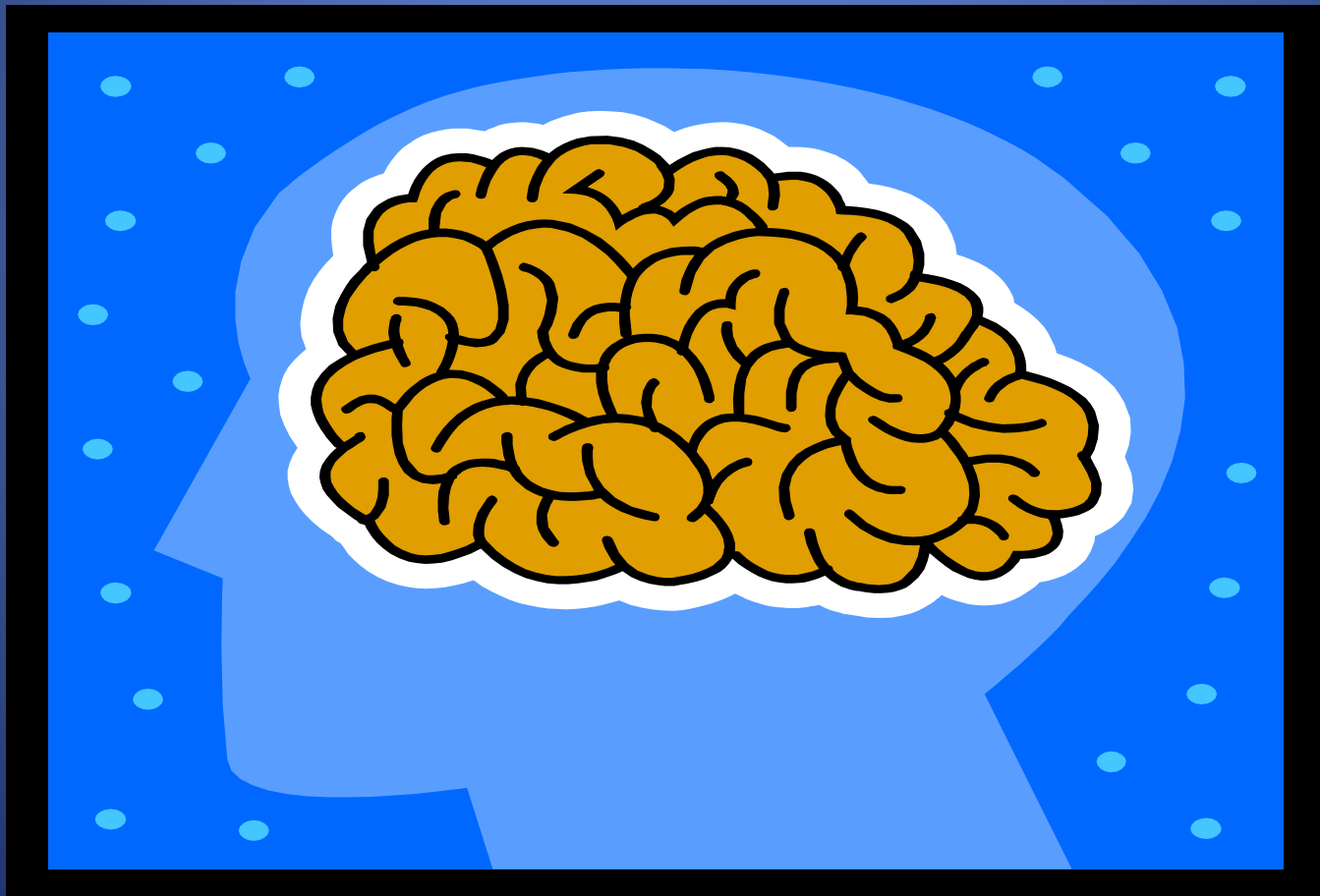
# 4 Box Model Exercise





# 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



# We can decide...

“Man is not fully conditioned and determined, but rather determines himself whether he gives in to conditions or stands up to them.

Man does not simply exist but always decides what his existence will be, what he will become in the next moment.”

-Viktor Frankl, *Man's Search for Meaning*

# Explanatory Style

- Is composed of team member's automatic thoughts
- They must understand that they can change the way they think about their setbacks and successes
- Pessimistic teams can change their habitual explanatory style by first becoming aware of these automatic thoughts

# 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.

# Optimistic Questions to Ask

- What can you do that is in your control?
- What's going well?
- What has worked well in the past? How can we apply past methods to this problem?
- What did you learn from this that helps you going forward?
- What can we do to make this better?



# Self-Efficacy=Beliefs





# Team Exercise

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

# Mastery Experience



**“If I can do it, you can do it!”**

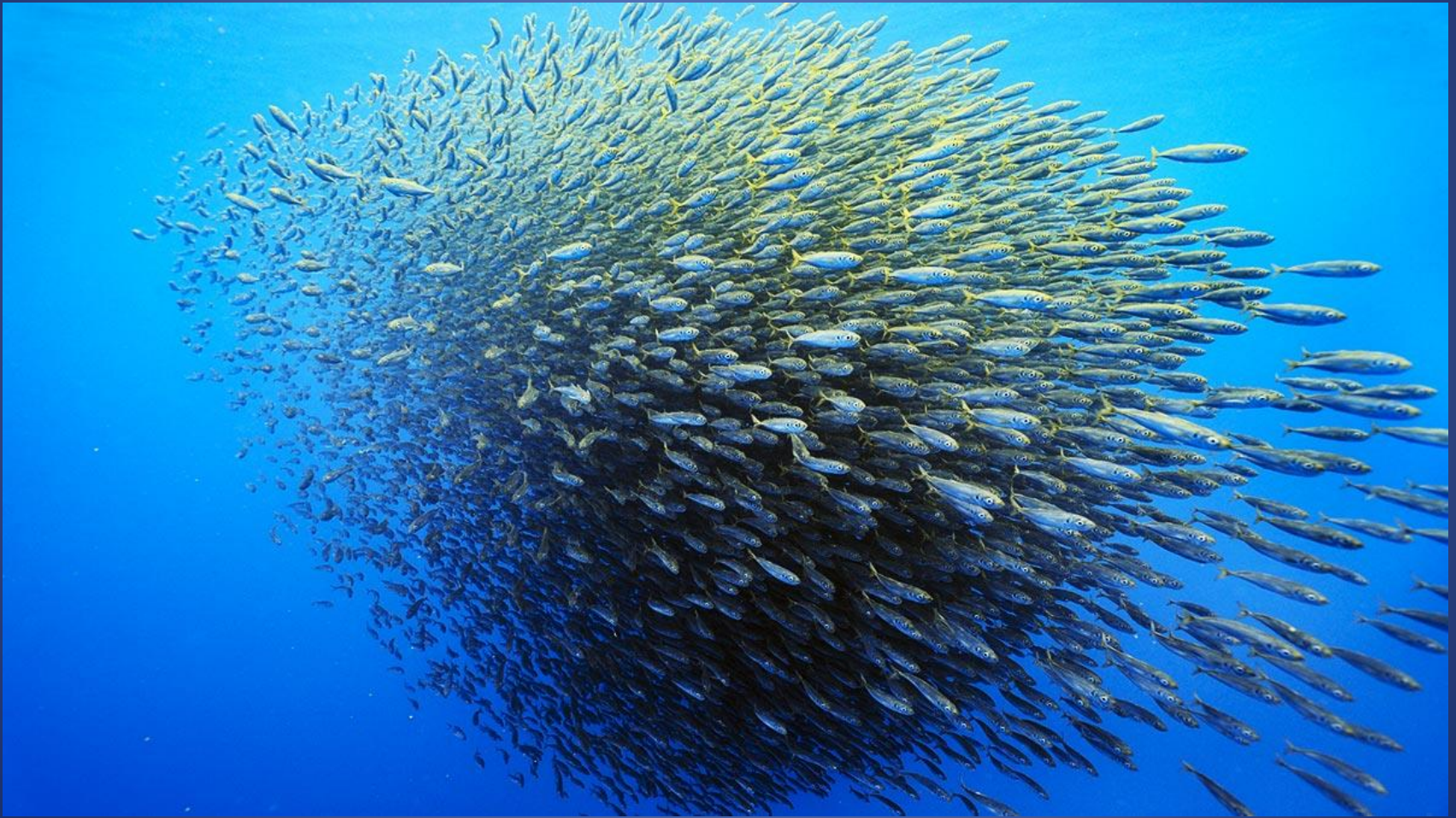


# Peer Models

- 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
- The thought processes necessary for success



# Mastery Models



# Social Persuasion



# 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”. *Daniel Kahneman*



# 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 individuals, 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.

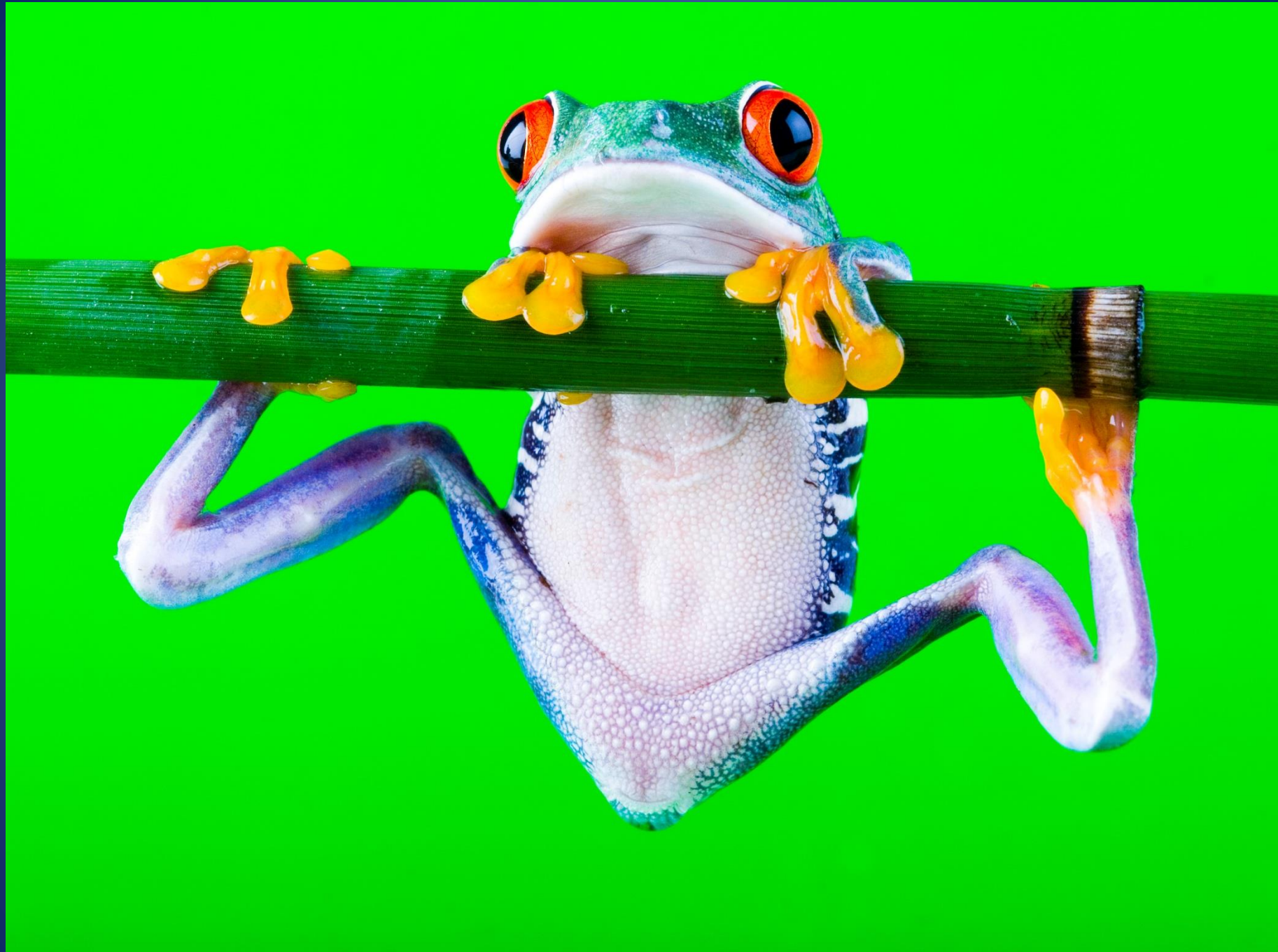
# The Quickest Way to Improve

*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”

# Today's Action Items

## Key Learning Points

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

## How I Plan to Use Them

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

# Commitments

## Commitment:

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



# Thank You!

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