

Workshop 2 - Coaching for Impact



Session Overview

- Review of Conscious Practice
- The importance of coaching
- Coaching Skills
- GROW Model
- Feedback Skills
- Feedback Models
- Coaching Practice
- Support & Conscious Practice



Review of Conscious Practice

- Decide what you want to try doing differently. Set up ‘experiments’
- Think about the 4 energies when having performance conversations. Could you use one more often? Or less?
- Notice your Self Limiting Beliefs and when they are at their loudest
- Ask 3-5 people (at least one non-work) for ‘Shadow I Cast’ feedback. Ask:
 - What am I like when I’m at my best? What impact do I have on you?
 - What am I like when I’m not at my best? What impact do I have on you?
- For the next workshop, think of a real business issue that you could do with some brief coaching on e.g. tricky relationship, development need, problem without a solution, etc. Must be real and you mustn’t have already thought of a solution



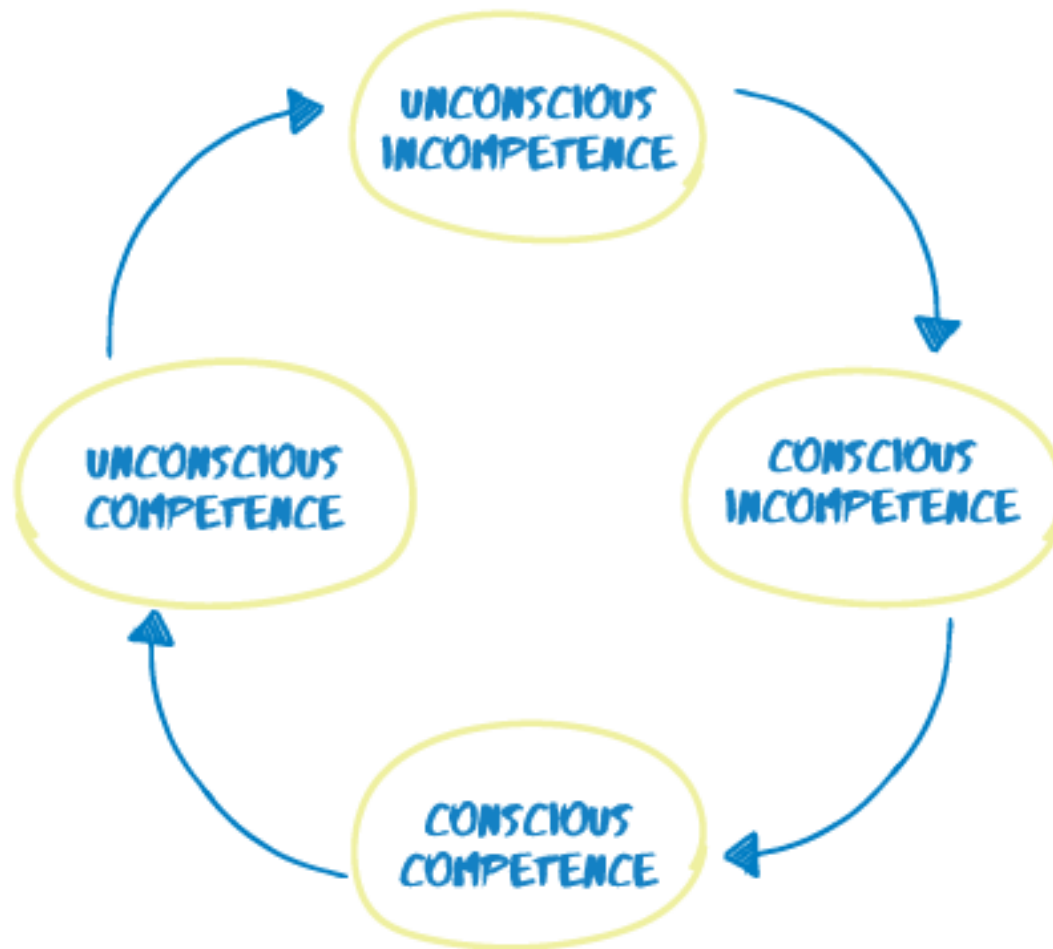
Review of Conscious Practice

- In small groups with support and challenge.
- 10 mins each person including questions:
 - What have I worked on since last time?
 - What were the results?
 - What did I learn about myself from the personal impact feedback?
 - Which feedback landed the best/worst & why?
 - Conclude how do you like to receive feedback?

When listening, think of one question you would like to ask to help with their learning. Ensure someone keeps time and moves everyone along, to ensure equal airtime.



THE LEARNING CYCLE



Break



DEFINITION of coaching

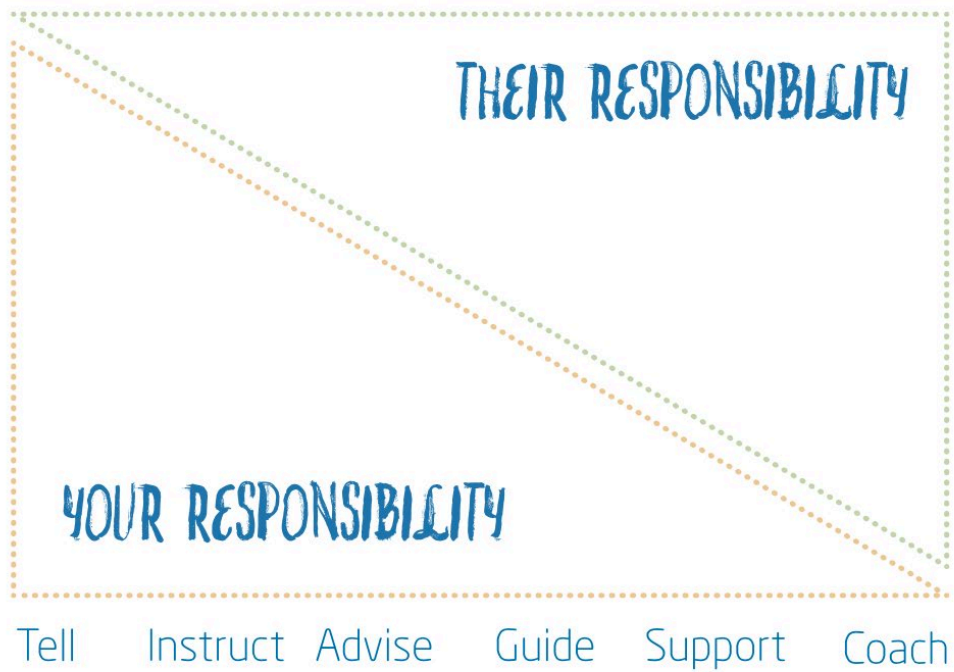
COACHING IS UNLOCKING AN
INDIVIDUAL'S POTENTIAL TO
MAXIMISE THEIR OWN PERFORMANCE

OUTCOMES

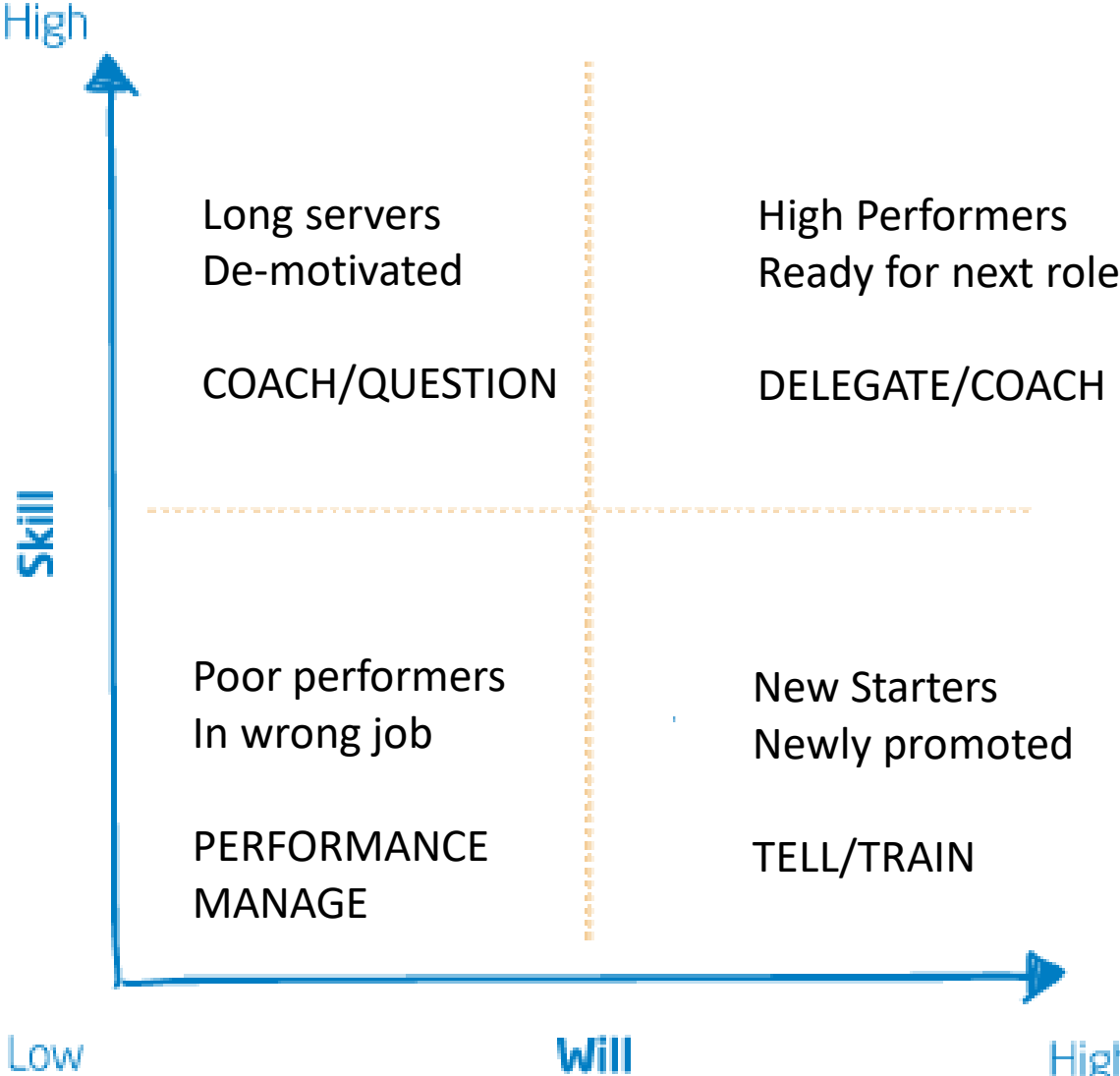
- ★ People succeed in the task and they know it
- ★ They have learned something and they know it
- ★ They feel more confident about their ability to perform in the future... however little



OWNERSHIP MODEL



Situational Leadership



INNER GAME of coaching



A tennis player first confronts the Inner Game when he discovers that there is an opponent inside his head more formidable than the one across the net. He then realises that the greatest difficulty in returning a deep backhand lies not in the speed and placement of the ball itself, but in his mind's reaction to that ball: his thinking makes the shot more difficult than it really is.

The Inner Game is that which takes place in our mind, and is played against such elusive opponents as nervousness, self-doubt and lapses of concentration. It is a game played by our mind against its own bad habits. Replacing one pattern of mental behaviour with a new, more positive one, is the purpose of the Inner Game.



W Timothy Gallwey



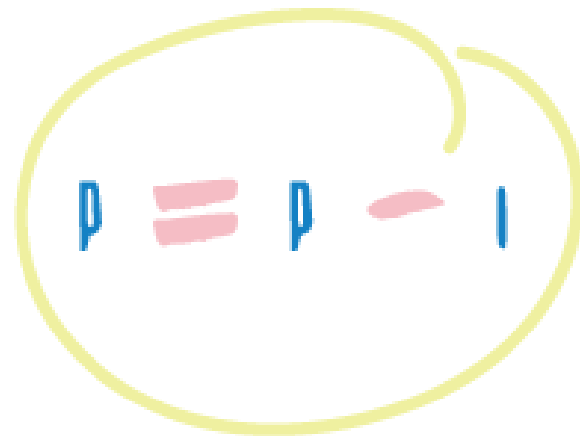
HYPOTHESIS

- ★ However you are performing you have the potential to perform better
- ★ Your potential can be blocked by mental interference
- ★ Interference can be reduced by achieving focussed attention



PERFORMANCE equation

PERFORMANCE = POTENTIAL - INTERFERENCE

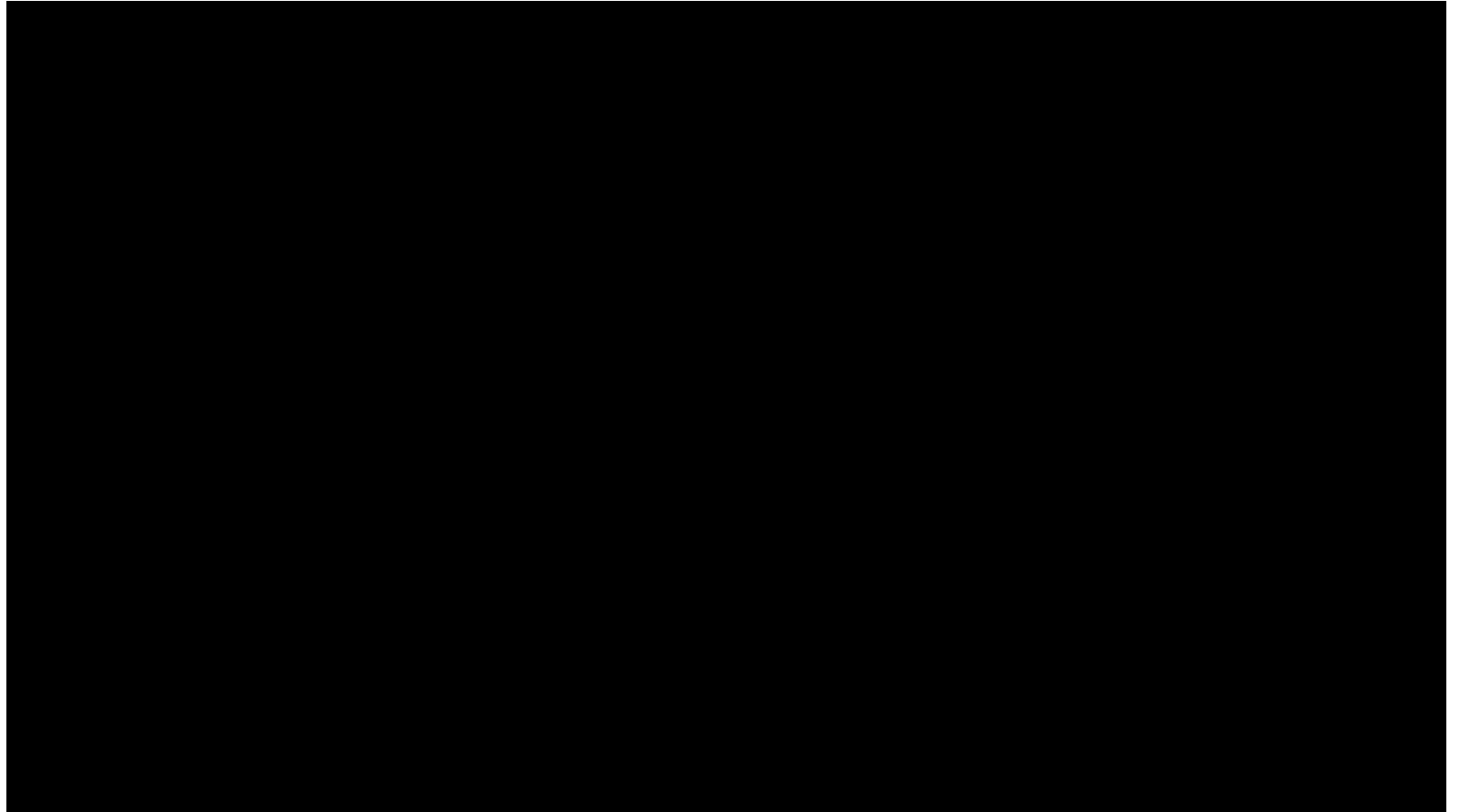


P = P - I

WITHIN A SAFE & CHALLENGING ENVIRONMENT



Coaching Video 1



LISTENING LEVELS



FOCUS questions

WHAT DID YOU NOTICE?
WHEN DID YOU NOTICE THAT?
WHERE DO YOU NOTICE IT?
HOW MUCH DO YOU NOTICE IT?



FOCUS ATTENTION AND INCREASE AWARENESS



SMART goals

SPECIFIC

MEASURABLE

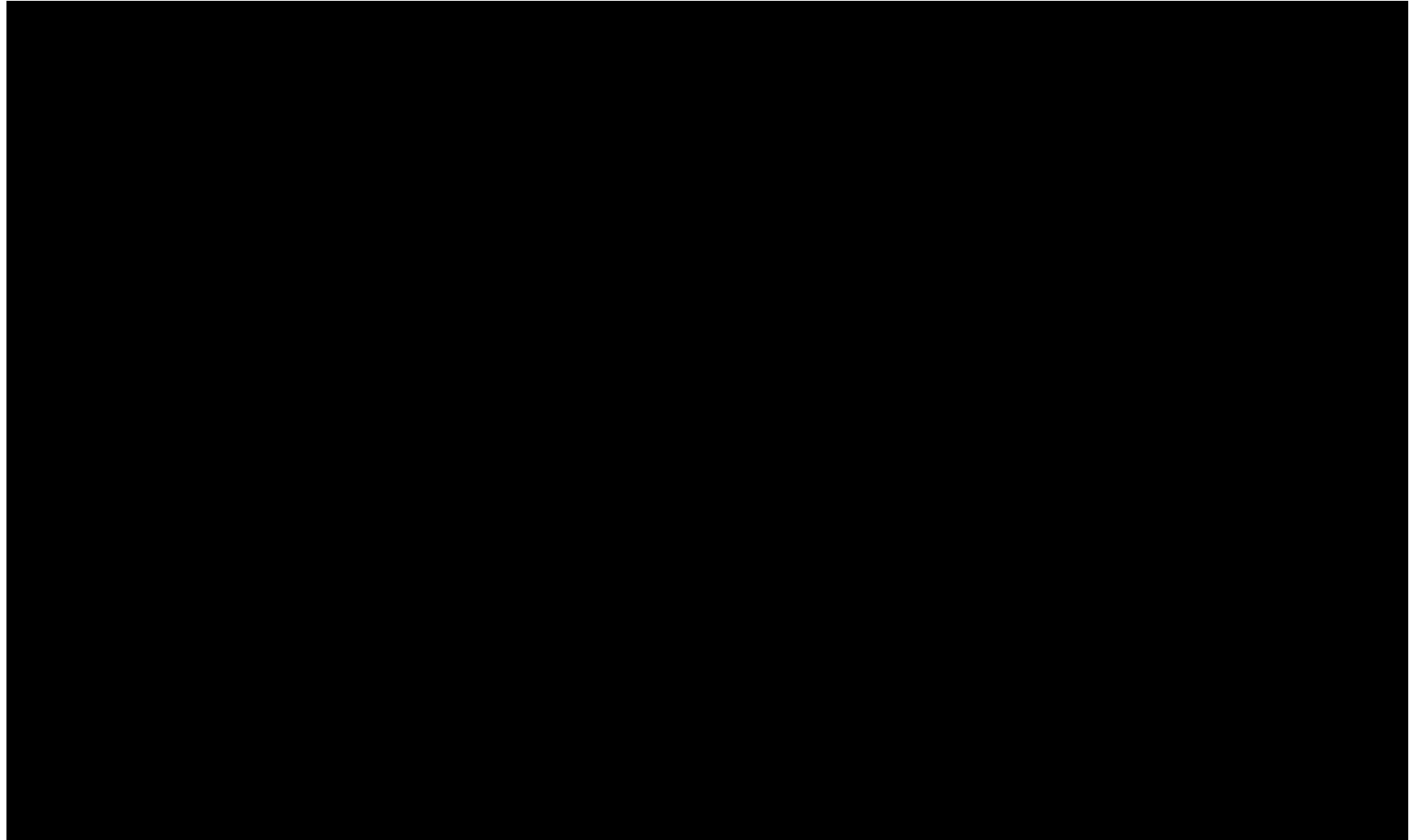
AGREED AND ACCEPTED

REALISTIC

TIME-BOUND



Coaching Video 2



GOAL

FOR THIS
CONVERSATION

REALITY

DETAILS, FACTS,
MORE INFO!

OPTIONS

- WHAT COULD YOU DO?
- IDEAS

WRAP UP

- WHEN CAN YOU DO IT?
- WHAT DO YOU NEED?



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DEFINITION of feedback

EFFECTIVE FEEDBACK IS BALANCED,
SPECIFIC, TIMELY AND CONTINUOUS;
OFFERED WITH THE INTENTION OF
IMPROVING PERFORMANCE.

OUTCOMES

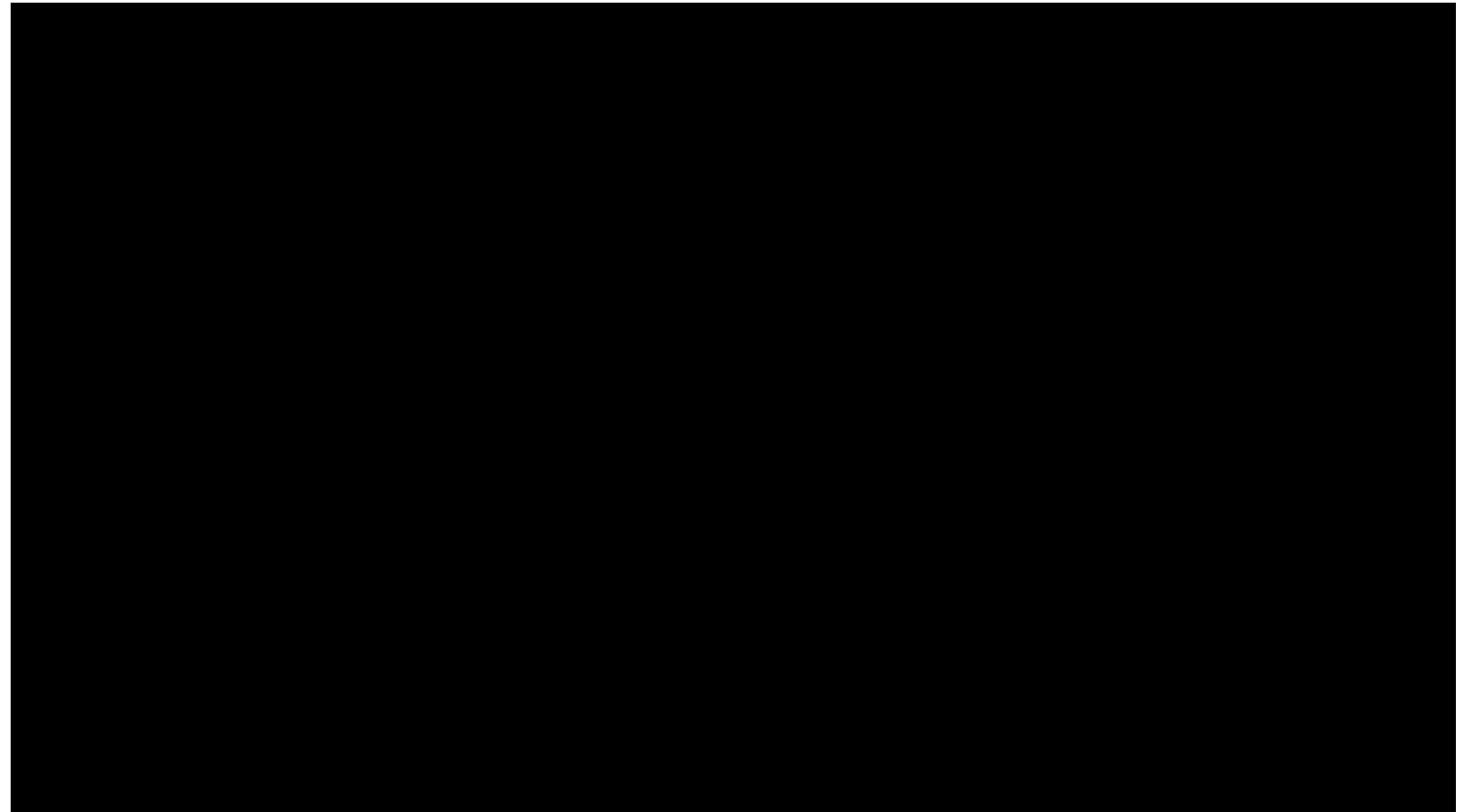
- ★ Reduces uncertainty
- ★ Increases awareness of performance
- ★ Helps solve problems
- ★ Builds openness and trust
- ★ Improves the quality of teamwork



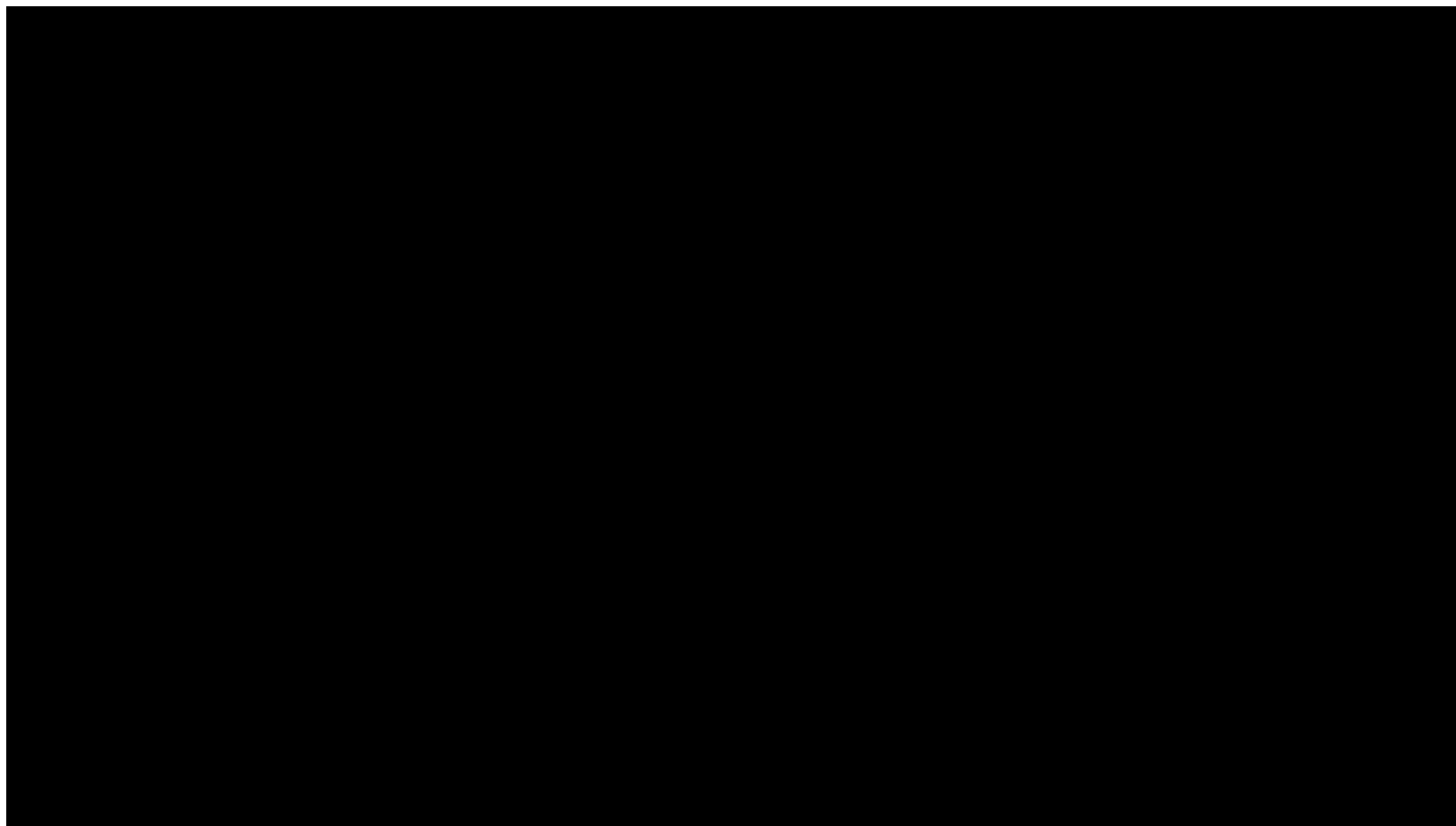
Performance Feedback videos



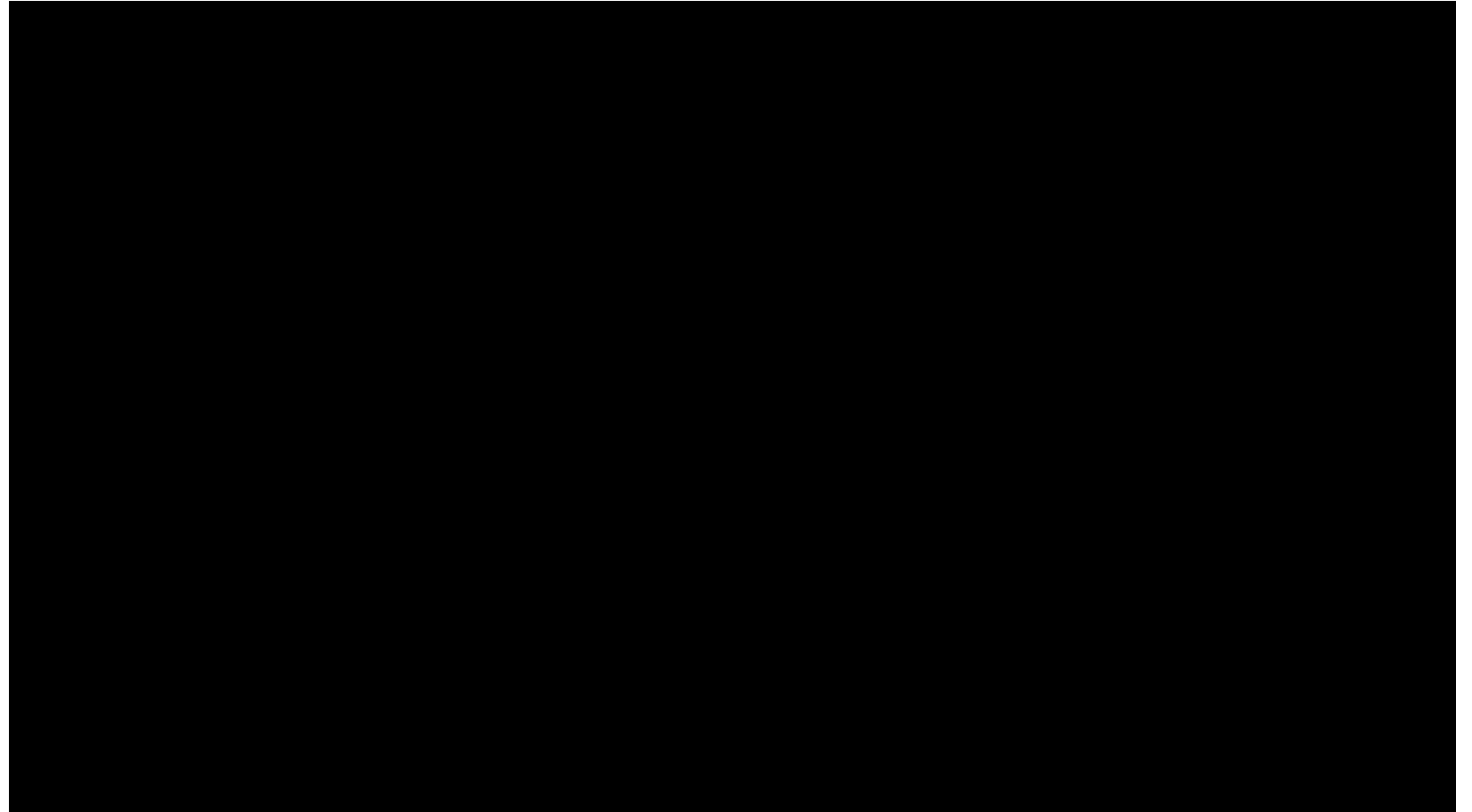
Round 1



Round 2



Round 3



BODY language

posture

- ★ Look straight at the listener
- ★ Maintain eye contact 60% of the time
- ★ Keep your posture open and relaxed

movement

- ★ Keep your movements positive and attractive – such as leaning forward and nodding your head

facial expressions

- ★ Smile and relax – be sincere
- ★ Show that you care

body language to avoid

- ★ Raising an eyebrow
- ★ Remaining silent (give acknowledgement to show that you're listening)
- ★ Frowning
- ★ Looking away
- ★ Closing your posture (crossing your arms and legs)
- ★ Not moving
- ★ Hanging your head
- ★ Sighing
- ★ Squinting – looking like you're in pain (especially when they are talking)
- ★ Rolling your eyes
- ★ Slumping in your chair
- ★ Drumming your fingers and tapping your foot
- ★ Focusing on other things – watching the clock, checking email, answering the phone



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IMPORTANCE OF LANGUAGE



Expressions that suggest carelessness

- a) You neglected to...
- b) You failed to...
- c) You overlooked...



Phrases that suggest the person is lying

- a) You claim that...
- b) You say that...
- c) You state that...



Expressions that imply that the recipient is not too bright

- a) I cannot see how...
- b) I fail to understand...
- c) I'm at a loss to know...



Demanding phrases that imply coercion/pressure

- a) You should...
- b) You ought to...
- c) You must...

TRY TO AVOID IT FEELING LIKE A PERSONAL
ATTACK OR THIS IS HOW IT WILL LAND!



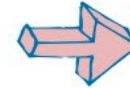
REACTIONS TO FEEDBACK

REACTION

SUGGESTIONS TO HANDLE THE REACTION

DENIAL

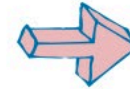
(often accompanies the initial shock of feedback)



Continue to reiterate the facts and provide specific examples

EMOTION

(ranges from embarrassment to being upset or angry)



Empathise with the individual

RATIONALISATION

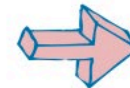
(finding excuses for the behaviour)



Challenge by asking what would they do differently next time

ACCEPTANCE

(the message is beginning to sink in)



Offer encouragement to try new approaches/behaviour

CHANGE

(behaviour changes as a result of the feedback)



Support and guide



COMMON FEEDBACK MISTAKES

1

The feedback judges individuals, not actions

4

Negative feedback gets sandwiched between positive messages

7

The feedback goes on too long

2

The feedback is too vague

5

The feedback is exaggerated with generalities

8

The feedback contains an implied threat

3

The feedback speaks for others

6

The feedback psychoanalyses the motives behind behaviour

9

The feedback uses inappropriate humour

10

The feedback is a question, not a statement



A FEEDBACK MODEL

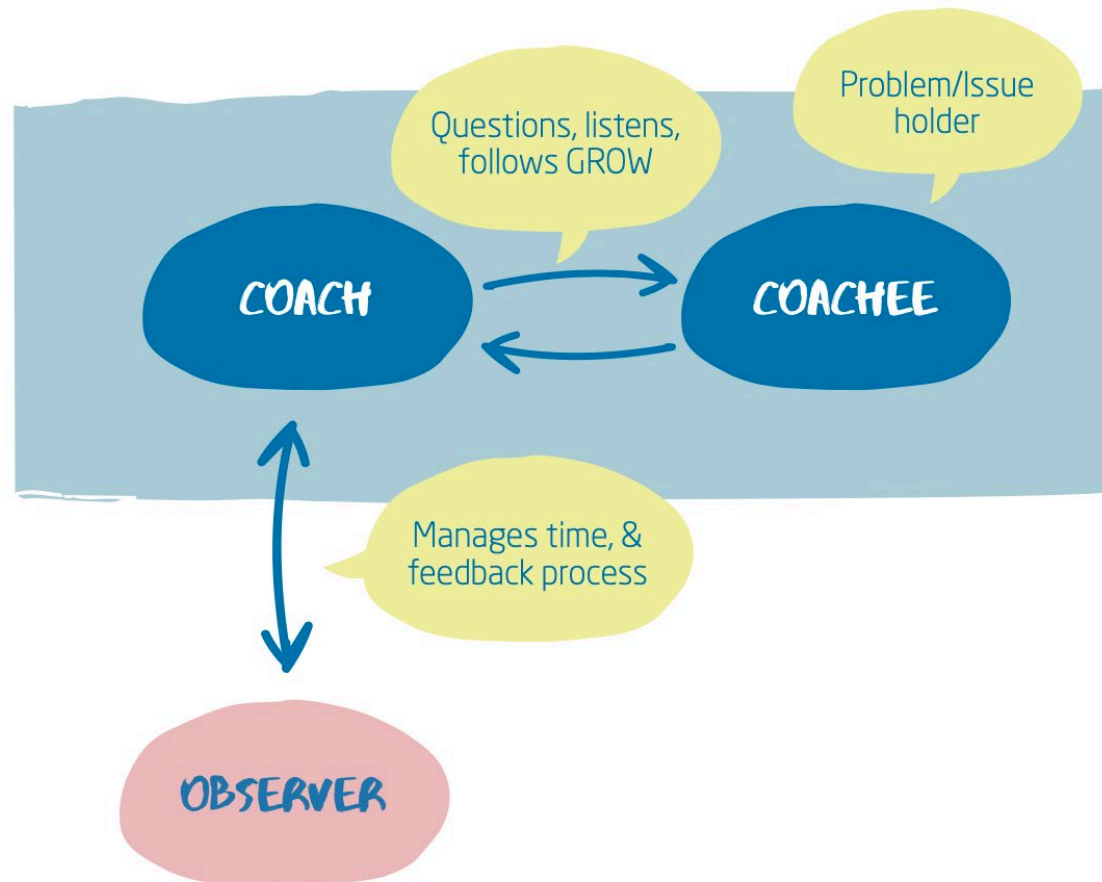
- ★ What went well?
- ★ What was tricky?
- ★ What would you do differently next time?
- ★ Would you like some feedback from me?
- ★ What I thought was good...
- ★ What I thought was tricky...
- ★ What I thought you might do differently next time...



... AND ANOTHER



TRIO ROLES



Break



GOAL

FOR THIS
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OPTIONS

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Business Coaching Practice - 1

Decide who will be the Coach, the Coachee and the Observer for the first round

Coach – has 10 mins to use the GROW map to coach the coachee on their business issue

Observer – make notes on how the coach does, under the headings ‘what went well, what was tricky, what would you do differently next time?’

After 10 mins, wherever the coaching is up to, Observer gives feedback to the Coach to help them learn – max 5 mins. (If in a pair, the coachee takes the role of giving feedback at the end)

Remember the feedback model – ask them first!

After 15 mins you will return to the main room for a short review



Review of Business Coaching

Coaches:

What tips would I give to the Coaches in the next rounds?

Observers:

What tips would I give to the Observers in the next rounds, about giving the feedback?



Business Coaching Practice – Rounds 2&3

Same process, swap round after 15 mins

Everyone to be each role once

If in a pair, Coachee also takes role of giving feedback
With the extra time you can return to an issue and give it more time/have more practice

After 30 mins you will return to the main room for a review



'TWO MINUTE' COACHING

- ★ How would you rate your performance out of 10?
- ★ What made it that score?
- ★ What would have made it closer to a 10?



Conscious Practice

- Continue with 'experiments' from module one. For example, 4 energies, situational leadership, Playing to Win, noticing self limiting beliefs.
- Practice 'coaching conversations' with 2 people (one tricky, one easier). Consider how well you used listening skills, questions, GROW, etc.
- Practice giving feedback using one of the models discussed. Write down what went well and what you could do to improve next time.
- Try the 'two minute' coaching model.
- Get more 'shadow I cast' feedback.
- Think about a difficult conversation that you may need to have in the future. Bring the scenario to module three.



Check out

Put in the chat:

- One thing I am taking away from today is...

Any feedback you have on today, what has gone well, what you would do differently....



Emotional Intelligence

1 Self Awareness

What are you feeling?
How did these feelings
arise?

4 Social Awareness

What are they feeling?
How did these feelings
arise? (empathy)

3 Self Motivation

2 Self Management

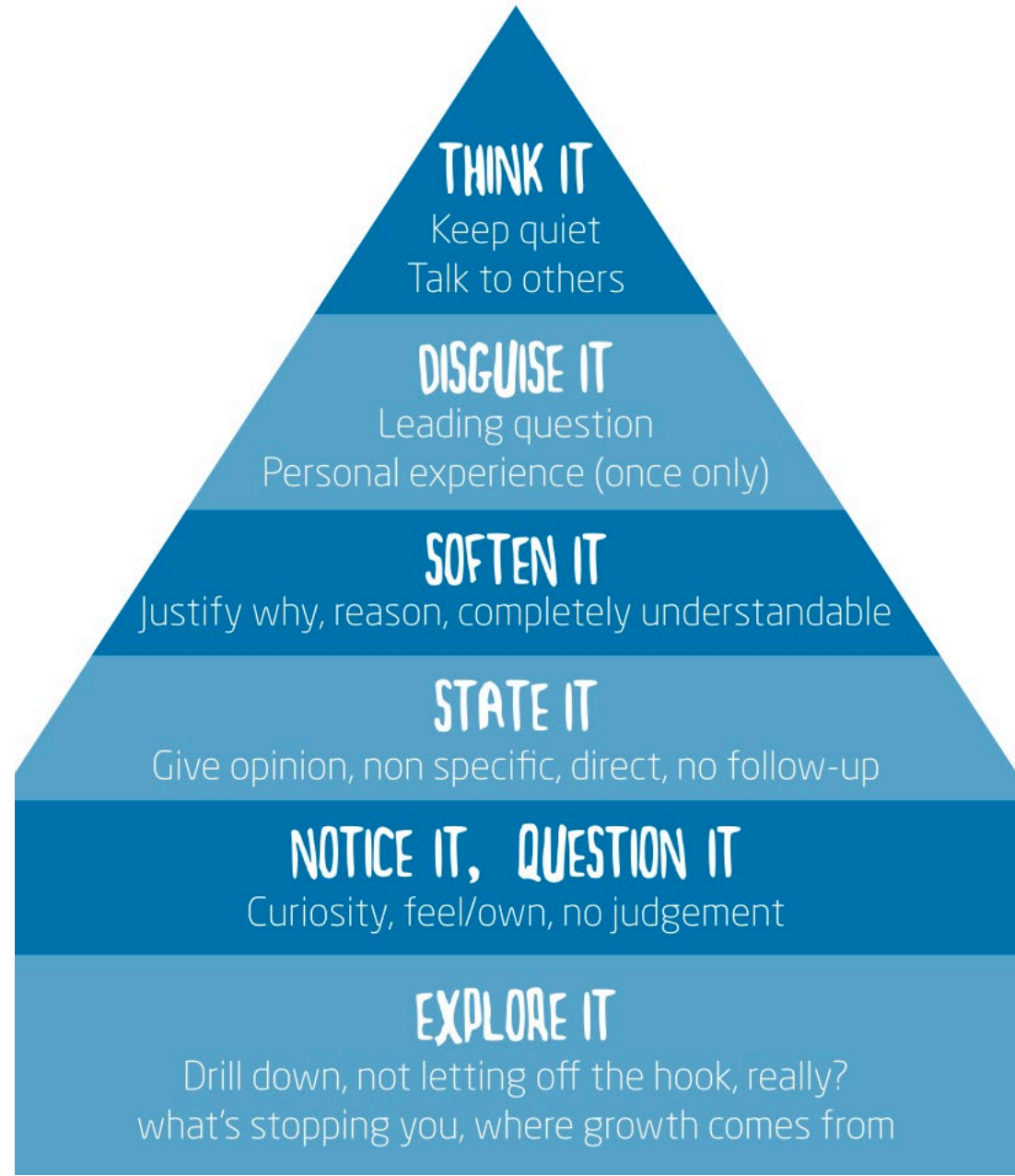
What is the impact of my
feelings on others?
How do I regulate those
feelings?

5 Relationship Management

How do you want them to
feel?
What actions do you need to
take?



LEVELS OF CHALLENGE



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