



Our Conviction & Commitment

You will clarify your purpose and build confidence, competency, and character to have greater influence and impact. You will gain a greater understanding of leadership, fundamental leadership capability, and the foundational leadership attitude and skills needed to "BEcome" a strong effective leader that empowers others.





Objectives:

- Define coaching.
- Understand the coaching process.
- Understand the process for coaching performance.



LESSON 1

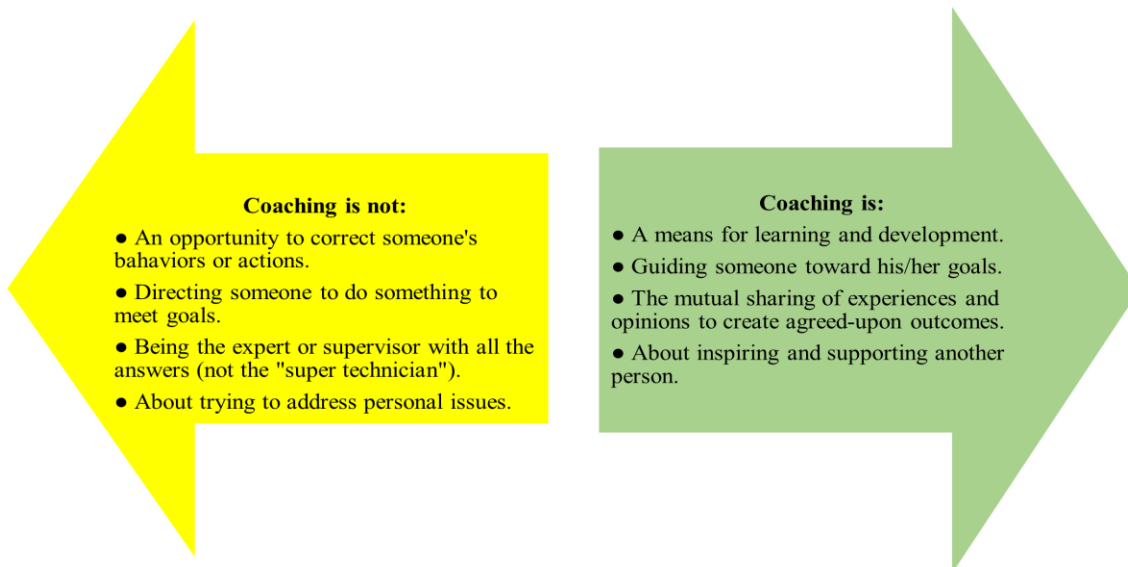


By the end of this lesson, you will be able to:

- Define coaching.
- Understand the benefits of coaching.
- Explain an overview of the coaching roadmap.



What is Coaching?



Manage or Coach



Manager

Telling
Directing
Authority
Immediate Needs
One Specific Outcome

Coach

Exploring
Facilitating
Partnership
Long-Term Development
Open To Possibilities



Benefits of Coaching

- Maximize _____.
- Overcome _____.
- Reach full potential through _____.
- Achieve new _____.
- Prepare themselves for _____.
- Manage _____.
- Clarify and work toward _____.

Why Leaders may choose not to coach:

- _____
- _____
- _____
- _____



Coaching for High Performance: Roadmap



Self-Reflection

1. Based on the definition of coaching, do you manage or do you coach?
2. What opportunities do you see where coaching might be appropriate?
3. As you consider the coaching roadmap, where do you experience roadblocks?



LESSON 2



By the end of this lesson, you be able to:

- Describe what coaching looks like.
- Define the key responsibilities of coaching.
- Assess your coaching skills.



Fundamentals of Coaching

What Coaching does for the organization:

- **Address** individual and organizational change to improve mission performance.
- **Enable** personal transformation and career role transition.
- **Support** the development of future leaders for the organization.
- **Address** a specific problem area or challenge.
- **Facilitate** the creation of an organizational culture.

Key Coaching Responsibilities:

- Constant **communication**.
- **Selecting** and carefully **matching** employees to jobs.
- **Setting and ensuring** employees' understanding of performance standards and goals.
- Providing **fair and accurate** performance feedback.
- **Assisting** employees in planning and accomplishing their work.
- **Creating** a development plan for each employee.
- **Fostering** a culture of managed risk taking and internal communications.



Critical Coaching Skills:

- Asking key questions
- Creating harmony
- Conflict resolution
- Open to understanding the other's point of view
- Ability to reach agreement

Self-Reflection

1. Do you agree with the responsibilities of a coach?
2. Of the skills listed, which ones are you most effective at? Least effective?
3. What impact can you see of coaching in an organization?



LESSON 3



By the end of this lesson, you will be able to:

- Communicate more effectively during a coaching session.



Communication

“Coaching conversations involve finding out people’s vision or destination, where they are starting from, and the direction they need to move in order to get there.”

Author Unknown

Communication Components

- Body Language
- Listening
- Questions

Body Language

Body language is nonverbal communication through gesture and movement.

- Posture
- Facial expressions
- 93% of the communication process
- Conveys how we really feel

Body Language Enhancement

- Posture of attention, sitting upright
- Eye to eye contact
- Minimum moving around
- Smile
- Use of and placement of hands



Listening

- Focus on the person
- Repeat what they said, using statements like,
“What I hear is” or “let me clarify what I heard”
- Step into their language and view

Asking Questions

- Ask what, how, where, when, and who questions to invite deeper conversation.
- Be curious, not critical. **Note:** Why questions may appear critical.
- In coaching, seek to understand first by asking clarifying questions.



LESSON 4



By the end of this lesson, you will be able to:

- Understand the importance of building rapport.
- Build rapport with confidence.



What is rapport?

Connecting with another person so that they feel safe in your presence

- Mutual trust
- Emotional affinity

Why build rapport?

“The key leadership issue in today’s economy is to make knowledgeable workers more productive.”

Rapport increases productivity by increasing:



Rapport Building B's

- Be available
- Be consistent
- Be truthful
- Be open/transparent
- Be confidential
- Be supportive
- Be respectful
- Be reflective
- Be understanding



LESSON 5



By the end of this lesson, you will be able to:

- Understand the coaching process.
- Coach using a proven process.



Coaching Process Goals

Communicate	
Organize	
Analyze	
Commit	
Help	

The Grow Model

G – Goals: What do you want/desired result?

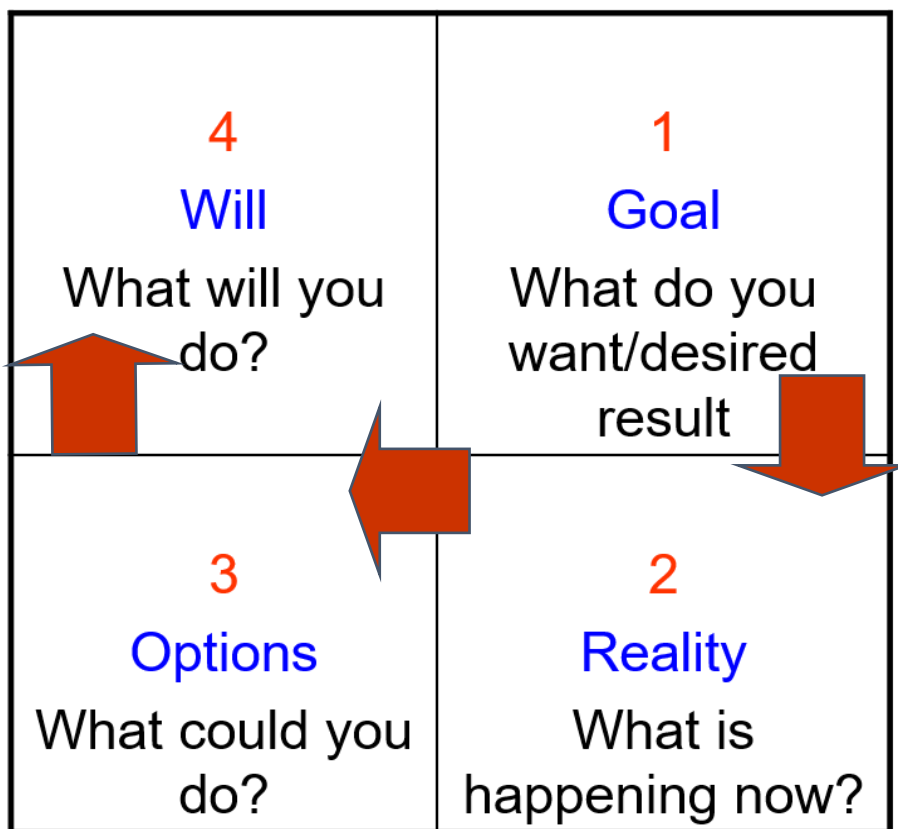
R – Reality: What is happening now?

O – Options: What could you do?

W – Will: What will you do?



Grow Model Visual



Questions you could ask:

Goal:

- What is it you would like to discuss?
- What specifically do you want to achieve?
- When do you want to achieve it by?
- How attainable is that?
- How important is it to you?
- How will you measure your success?



Reality:

- What is happening now – relative to the situation?
- How do you know this is accurate or true?
- Who is involved (directly and indirectly)?
- When things are going badly on this issue, what happens to you?
- What happens to the others directly involved?
- What have you done, or tried to do, about this before?

Options:

- What could you do to change the situation?
- What approaches have you seen in similar circumstances?
- Who might be able to help?
- What if you had... (More or less time, money, power, magic, desire)?
- What is the right thing to do?
- What is the most courageous step to take?

Will:

- Which option or options do you choose?
- Will this address your goal?
- When precisely are you going to start and finish each action/step?
- What commitment on a 1-10 scale do you have to taking the agreed actions?
- What do you need to do to get your commitment up to a 10?



Example

<p style="text-align: center;">4 Will</p> <p style="text-align: center;">Debt reduction Prepare for a second career</p>	<p style="text-align: center;">1 Goal</p> <p style="text-align: center;">Retire in 3 years from my current job</p>
<p style="text-align: center;">3 Options</p> <p style="text-align: center;">Develop a plan to reduce debt Take on another job Create a new Career</p>	<p style="text-align: center;">2 Reality</p> <p style="text-align: center;">I don't have a plan I am in debt that last past 3 years My savings will only support me for 10 years</p>

Self-Reflection

- Work through the GROW model for a goal you have set for yourself using the attached worksheet.
- What are your key takeaways?



Grow Model Worksheet

<p>4</p> <p>Will</p>	<p>1</p> <p>Goal</p>
<p>3</p> <p>Options</p>	<p>2</p> <p>Reality</p>

Key take away:



LESSON 6



By the end of this lesson, you will be able to:

- Understand the difference between coaching for performance vs. career.
- Coach when there is a gap in performance.



Coaching for Improvement

“Success depends on the support of other people. The only hurdle between you and what you want is the support of others.”

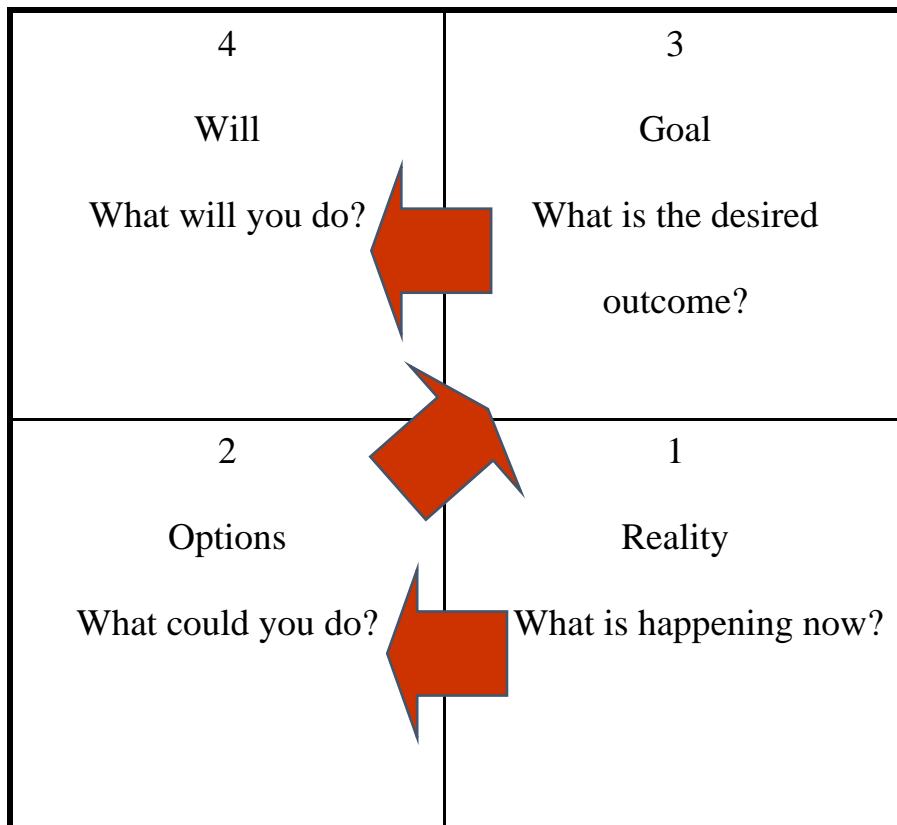
David Joseph Schwart



Build Rapport

- Face-to-face meeting/Zoom
- Focus on the employee
- Explain the reason for the meeting upfront
- Listen and repeat for clarity and confirmation
- Create a safe space through nonverbal cues
- State the end game: performance improvement

Grow Model



Module 6 Personal Thought Summary

1. What is coaching?
2. Why is coaching important?
3. What are some benefits of coaching?
4. What reasons may the leader have for not coaching?
5. Why is building rapport important?
6. Why is asking questions important?
7. How does the GROW process work?



Weekly Debrief Questions or Comments

1.

2.

3.

