

DAU

*Leader as Coach... Boost Your
Team's Daily Performance
Through Engagement and
Empowerment*





Objectives

- Discuss concepts and tools that develop people's capacity to solve their own **challenges** and leverage their own **opportunities**
 - Recognize coaching characteristics (e.g., what coaching is and what coaching isn't)
 - Explain how to use tools to conduct coaching conversations
 - Describe the coaching competencies (i.e., presence, listening, and questioning)

Workshop #2 – Leader as Coach

Time	Duration	Topic	
11:00	60 min	Coaching...What it is and what it isn't (30 min) Ask-Tell-Problem-Solution Coaching Practice	
12:00	60 min	Lunch	
1:00	45 min	Two Models for a Coaching Conversation: 3VQ and TGROW	
		WWF – Coaching Exercise and Debrief	
2:15	2:30	Break	
2:30	40 min	Coaching Competencies – Presence, Active Listening, Powerful Questioning	
3:10	3:20	Break	
3:20	10 min	Neuroscience of Coaching...aka Why this coaching stuff is so challenging at first!	
3:30		Takeaways	
Field Work	90 min	Coaching Practice, One-on-One Coaching Exercise in Triads (20 min each) Coaches choice of using #VQ or TGROW. Due date: Sometime between Workshop 2 and Workshop 3	



Coaching vs. *Directing*
Mentoring vs. *Consulting*

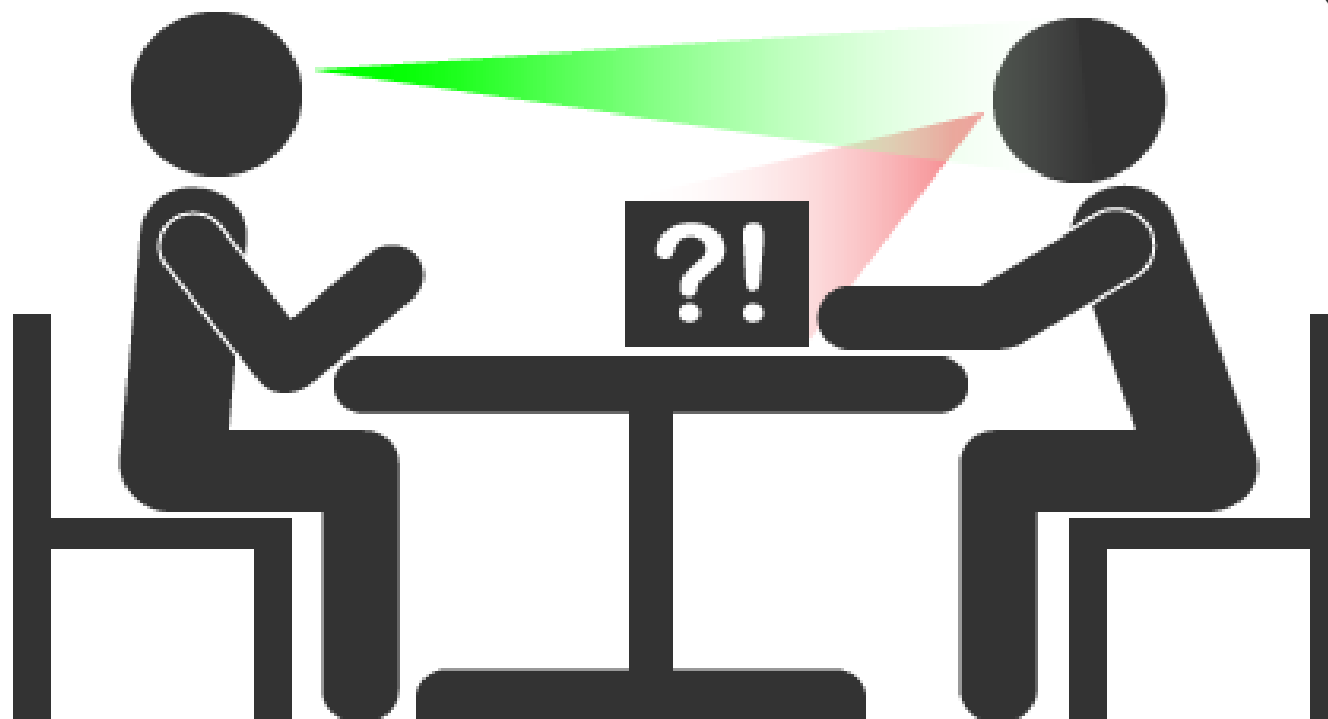
What's the
difference????

Coaching...What It Is and What It Isn't

Coach

Coaching = Questions
PULL their thinking
"Teach them to fish"

Directing
Consulting
Mentoring } = Answers
PUSH your advice
"Throw them fish"



Perspective Shift

Engagement
Empowerment
Ownership
Development

Focus on ***their*** thinking and potential > on the problem or issue

Source: Rock, D. (2007). *Quiet Leadership: Six Steps to Transforming Performance at Work* HarperCollins Publishers

Coaching the Person, Team, Organization, Enterprise

Coaching is not just a one-on-one activity

1-on-1



Teams



Organizations

Enterprise



3 Vital Questions



Adapted from *3 Vital Questions: Transforming Workplace Drama* by David Emerald and Donna Zajonc.
3vitalquestions.com | Used with permission.

3 Vital Questions



Coach

- Supports/assists in creating outcomes
- Asks powerful questions
- Sees the Creator as resourceful
- Holds the Creator accountable for her/his/their commitments to goals and action



Creators

- Claims the power to choose and respond
- Focuses on desired outcomes
- Co-creates with others to make change
- Takes full responsibility for creating her/his/their reality



Challenger

- Calls forth learning and growth
- Evokes/provokes action
- Reminds the Creator of his/her/their power



Adapted from *3 Vital Questions: Transforming Workplace Drama* by David Emerald and Donna Zajonc.
3vitalquestions.com | Used with permission.



Poll #1: Coaching vs. Mentoring, Consulting, Directing

On a scale of 1-5, how clearly are you able to discern coaching from directing, consulting, or mentoring?

5 – I can clearly discern and fully understand.

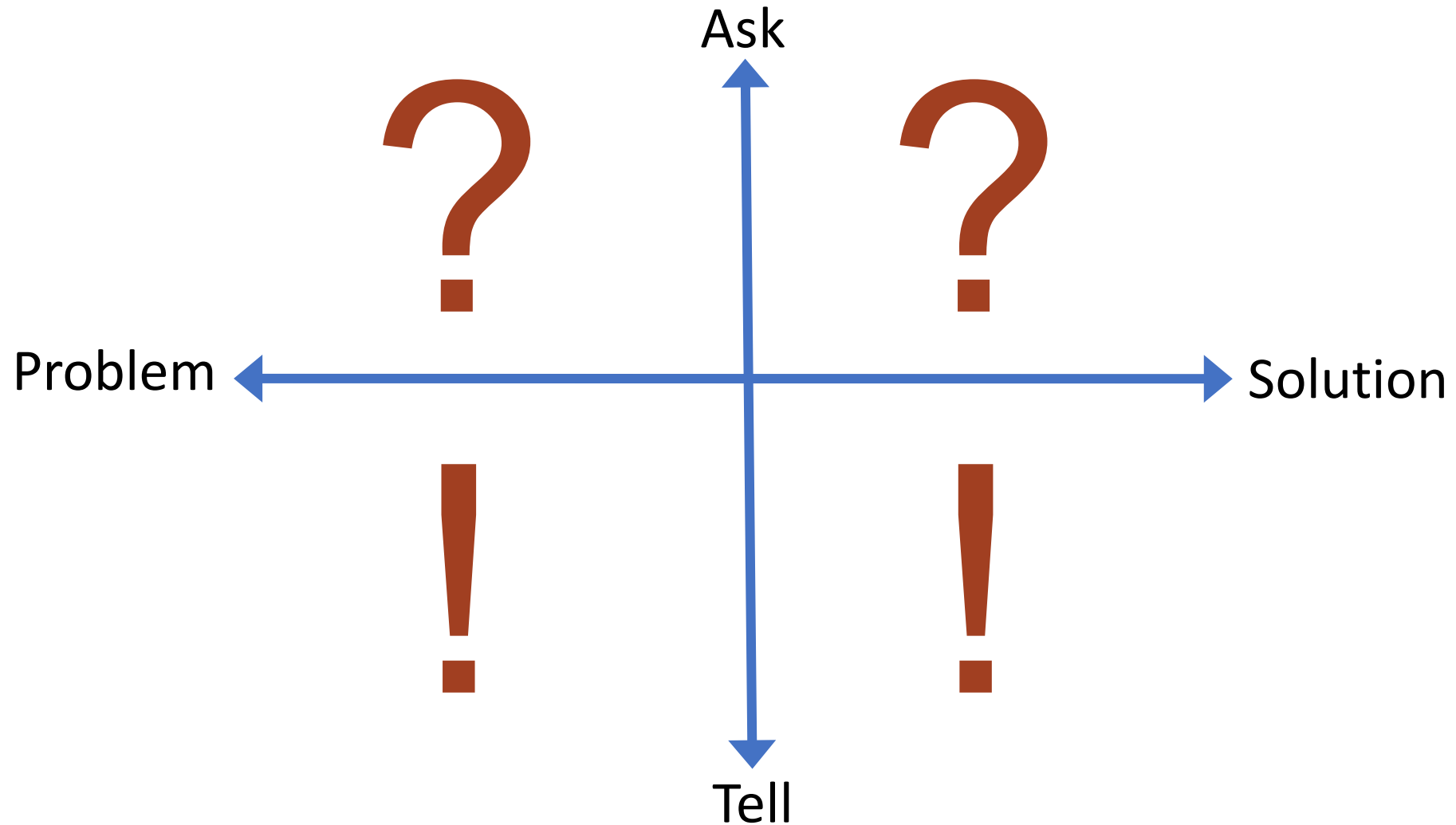
4 – I can somewhat discern and understand.

3 – I see a lot of gray area between them all.

2 – I don't see much difference between them.

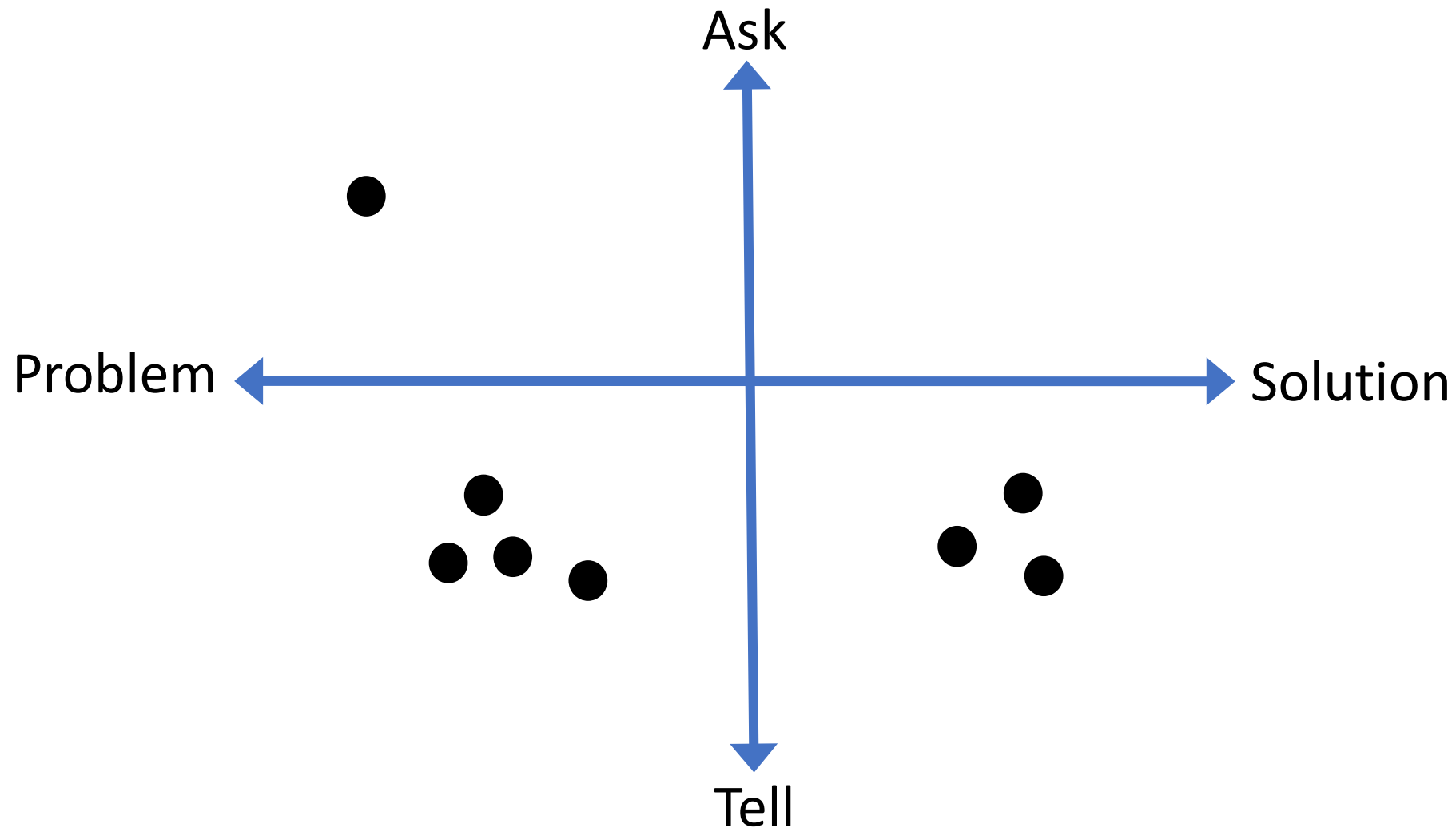
1 – Difference, *schmifference*? They're all the same!

Ask, Tell, Problem, Solution Quadrant



Source: Rock, D. (2007). *Quiet Leadership: Six Steps to Transforming Performance at Work* HarperCollins Publishers

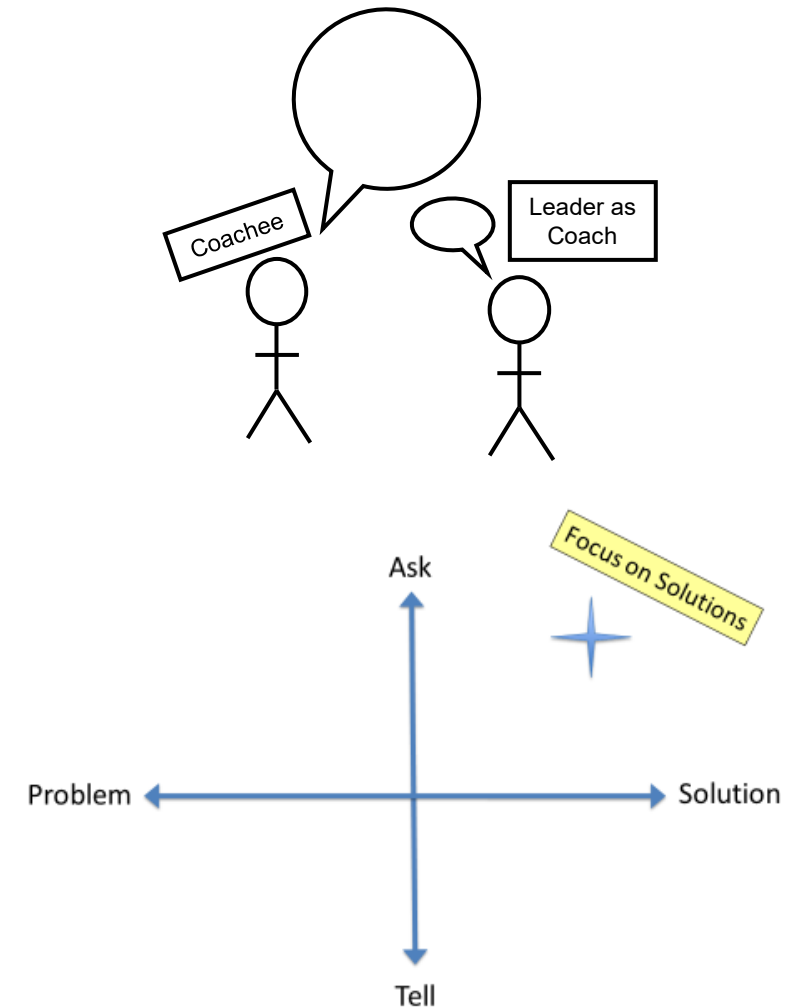
Directing, Expert or Consulting or Mentoring Scatterplots



Source: Rock, D. (2007). *Quiet Leadership: Six Steps to Transforming Performance at Work* HarperCollins Publishers

Leader as Coach Ask-Tell Behaviors Exercise

- We will pair you up in breakout rooms.
- Take turns being a Coach and Coachee .
- Coachee selects an aspect of their leadership style where they would like some coaching
- Coachee and Coach engage in a purposeful conversation to help/assist the Coachee
- Each round of the exercise is ~7 minutes. After completion of each round, take 1 minute to reflect on the Coach's Ask-Tell-Problem-Solution “scatterplot.”
- Change/rotate roles.
- 15 min total time
- Debrief as a larger group

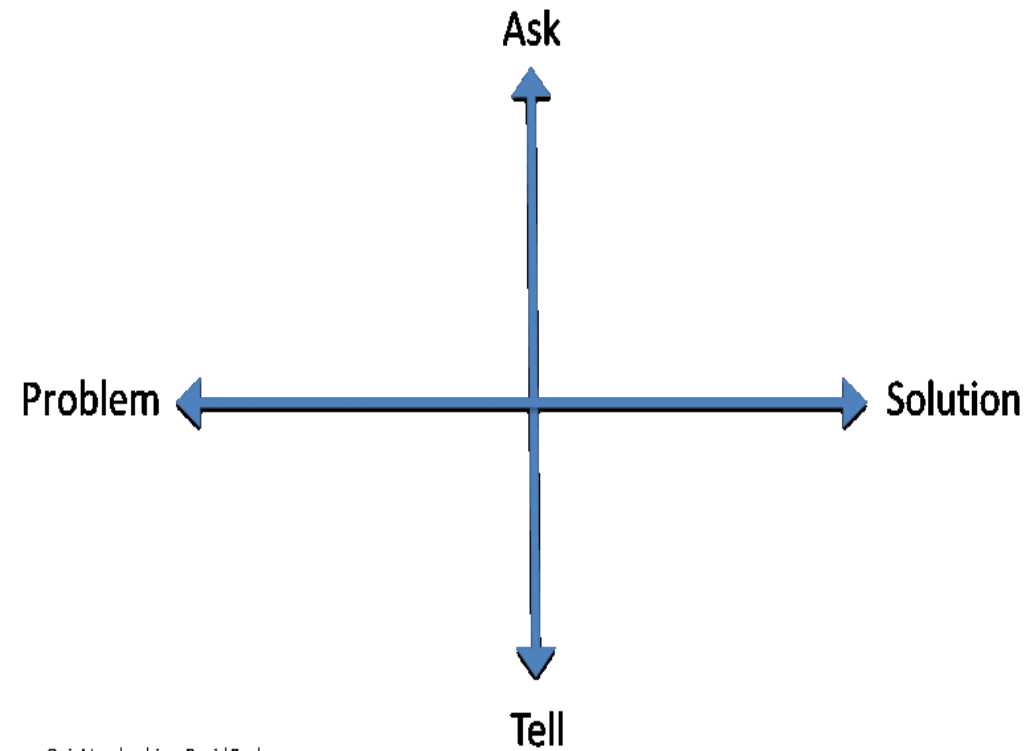


Quiet Leadership – David Rock

Leader as Coach Ask-Tell Observations

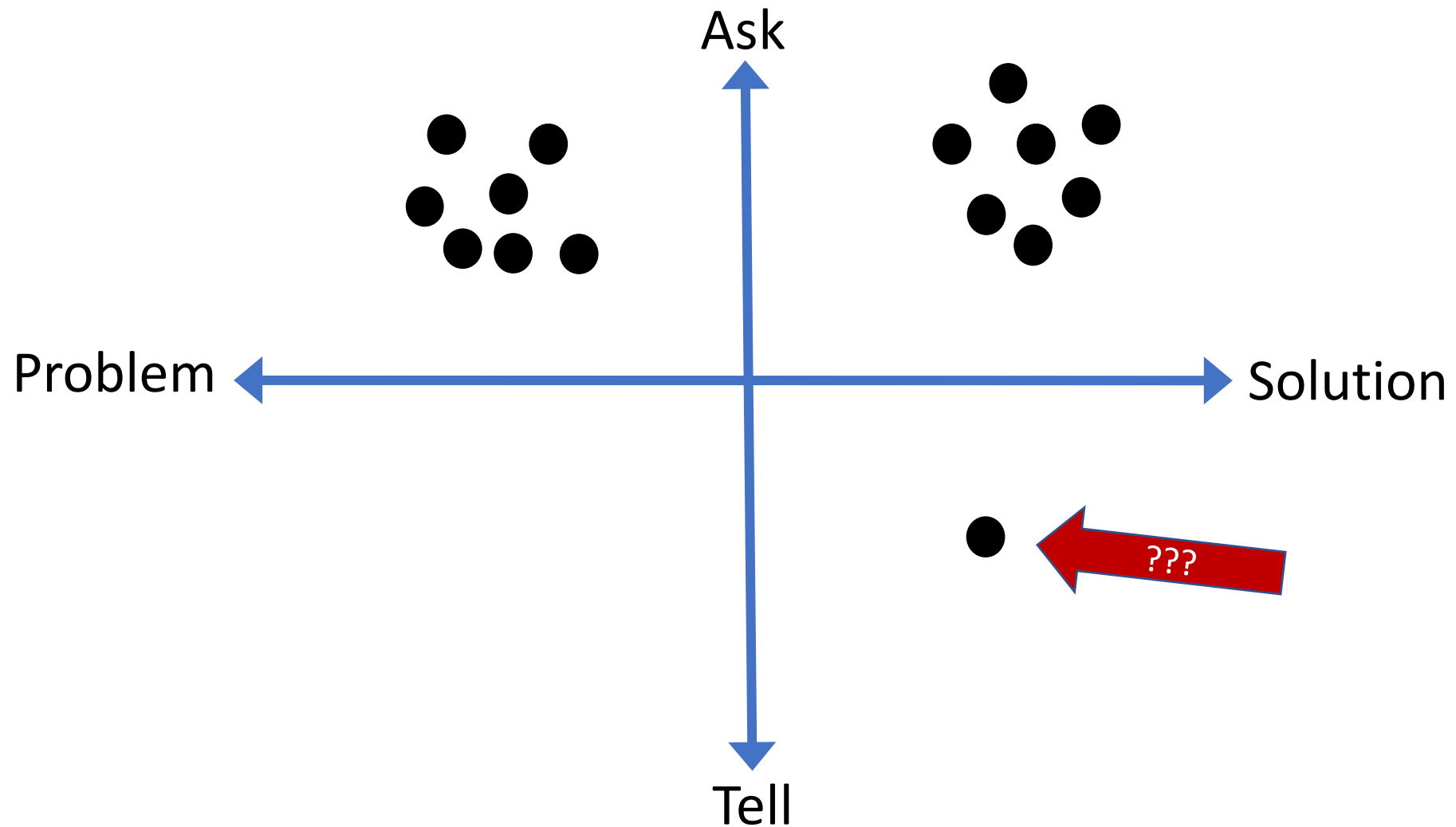
Coach: _____

Coachee: _____



Quiet Leadership – David Rock

Coaching Scatterplot

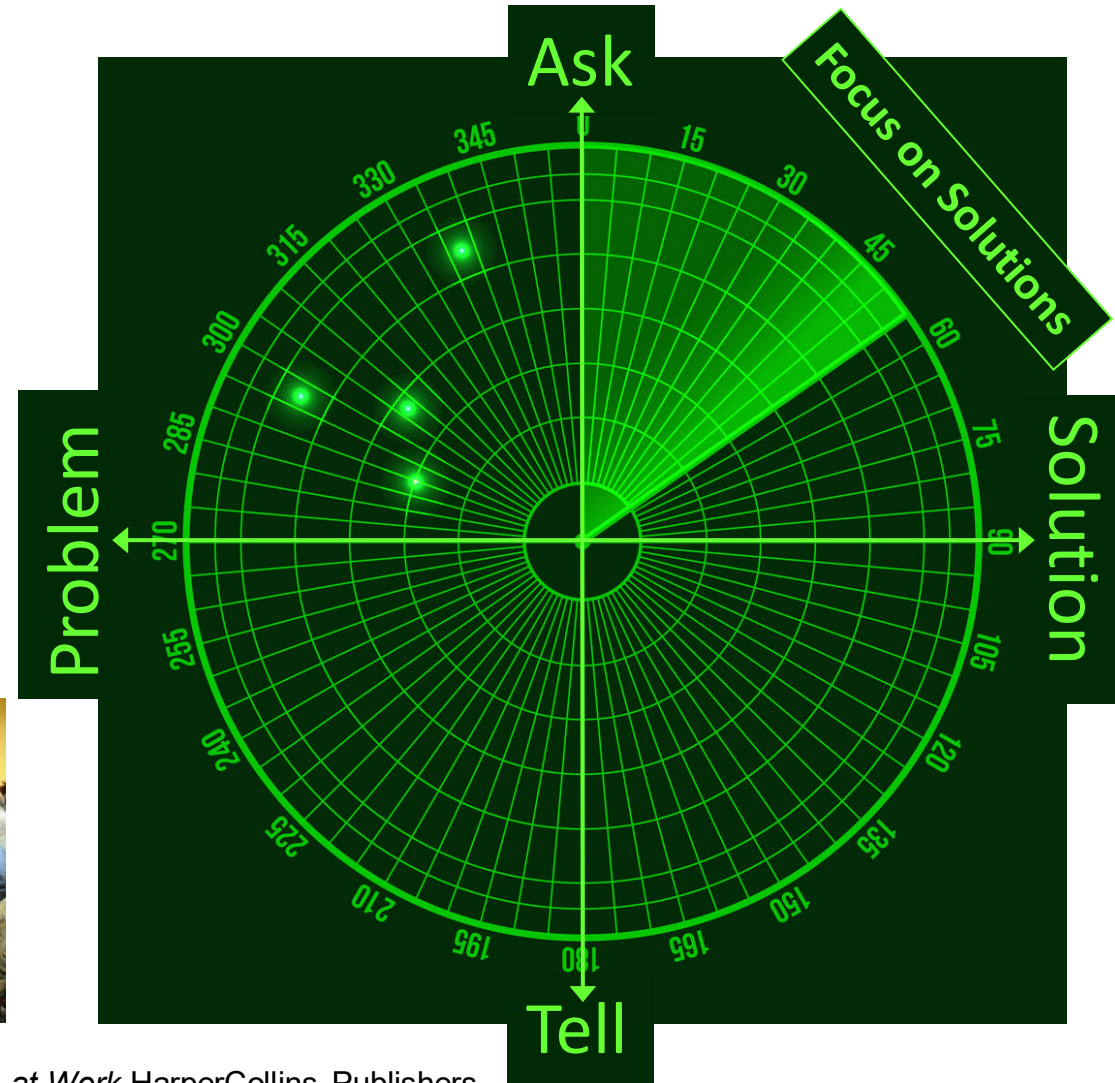


Source: Rock, D. (2007). *Quiet Leadership: Six Steps to Transforming Performance at Work* HarperCollins Publishers

Ask, Tell, Problem, Solution Sonar

Activate your heads-up-display...

Build Awareness of conversations... yours and others

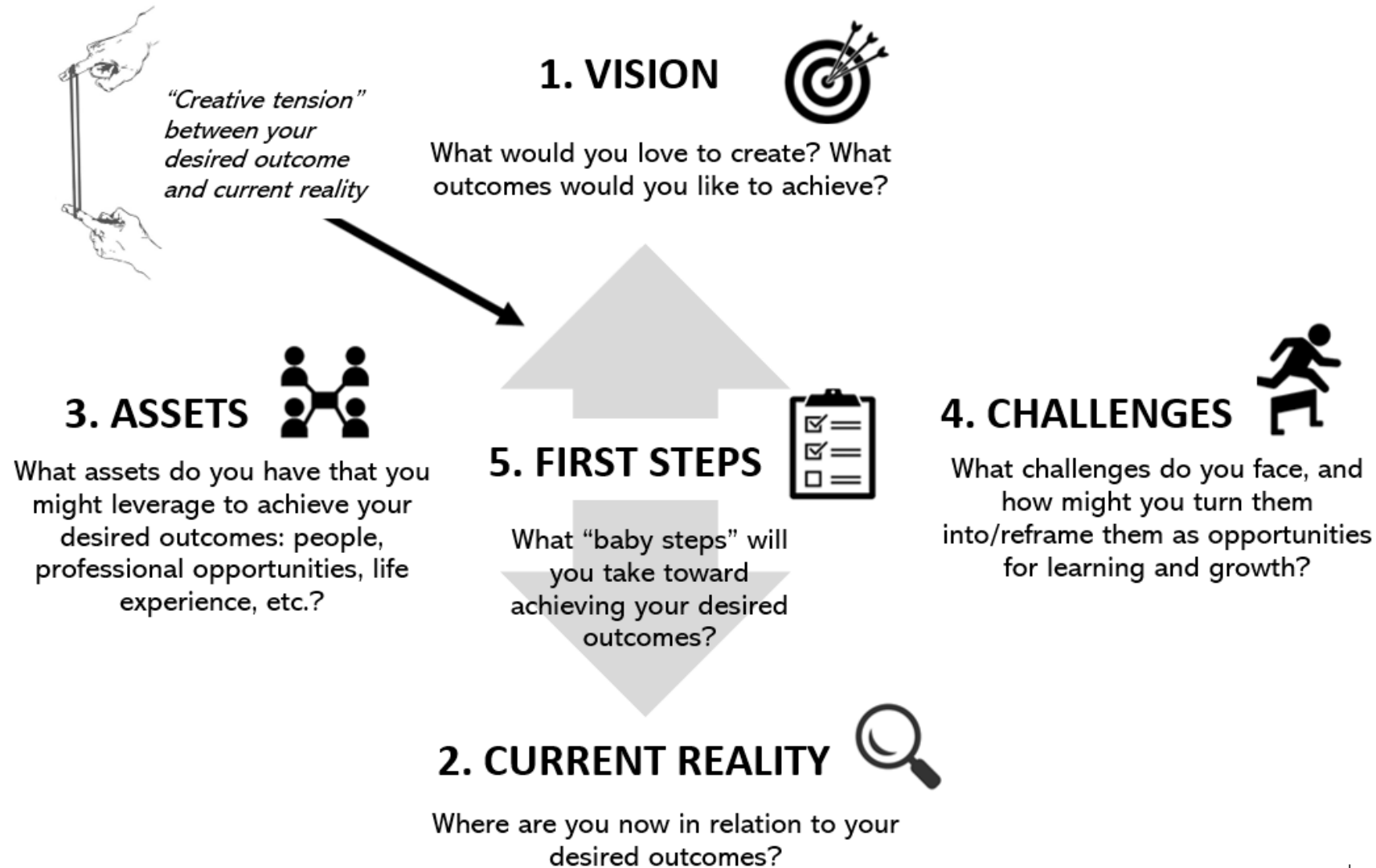


Source: Rock, D. (2007). *Quiet Leadership: Six Steps to Transforming Performance at Work* HarperCollins Publishers

Break



3 Vital Questions® Creative Tension Coaching Model



T-GROW: A Framework For Coaching Conversations

- **T**opic – What do you want to discuss?
- **G**oal – What is your goal (or success)?
- **R**eality – What is Happening?
- **O**ptions – What Might You Do?
- **W**hat's Next – What Will You Do?

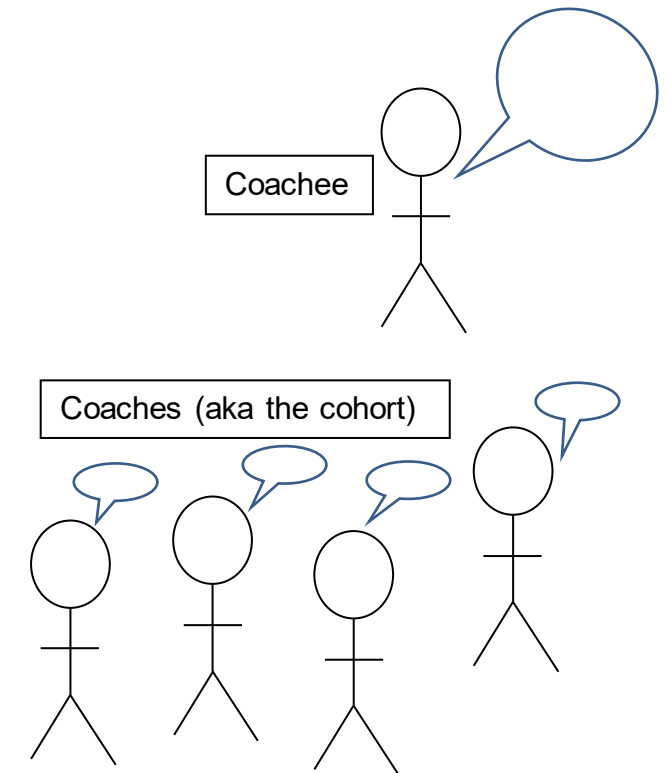
Source: Downey, M. (2003). *Effective Coaching*, Texere.



WWF Coaching Behaviors Exercise

- Coachee - State an area or real workplace challenge where they would like some coaching (e.g., TSFLP workplace initiative or leadership goal).
- Coaches - Engage in a purposeful T-GROW coaching conversation with coachee to help/assist them with their challenge.
- Facilitator starts as coach, then Multiple Choice Powerful Questioning, then WWF Tap-In, Tap-Out of the coaching ring. Facilitators offer ring-side commentary.
- We'll take ____ minutes for the exercise.
- We will debrief as a larger group.

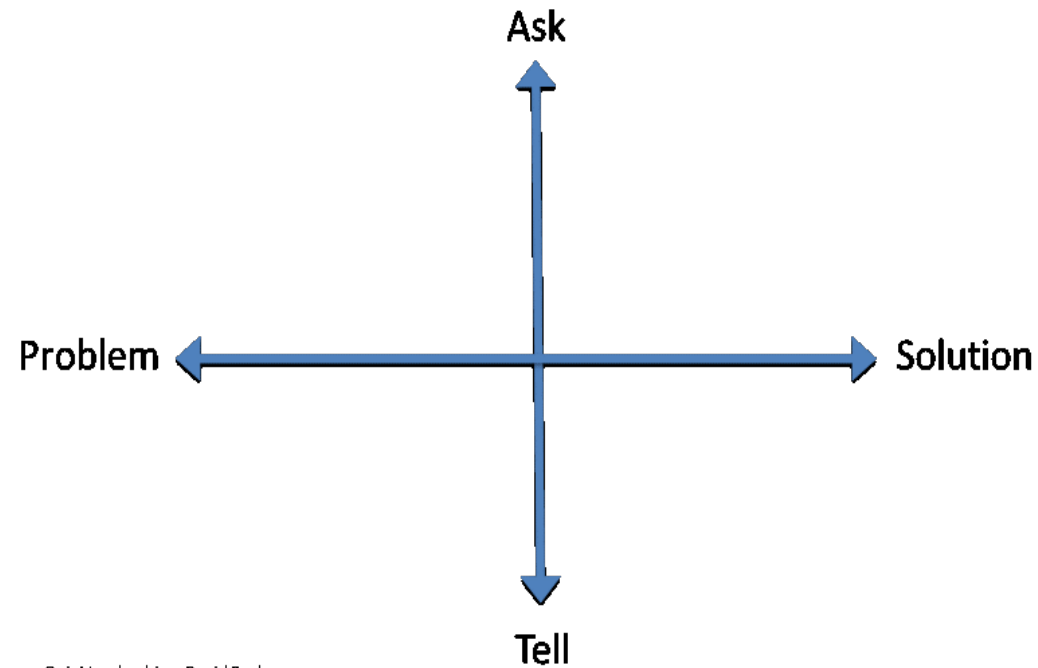
Multiple Choice
Powerful Questions



Leader as Coach Observations

Coach: _____

Coachee: _____



Quiet Leadership – David Rock



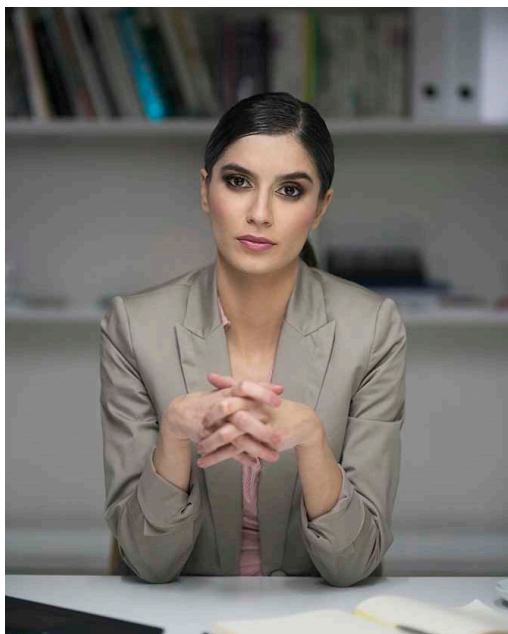
Who's doing the work? _____

☐ *Deepen the Learning*

☐ *Forward the Action*

Break

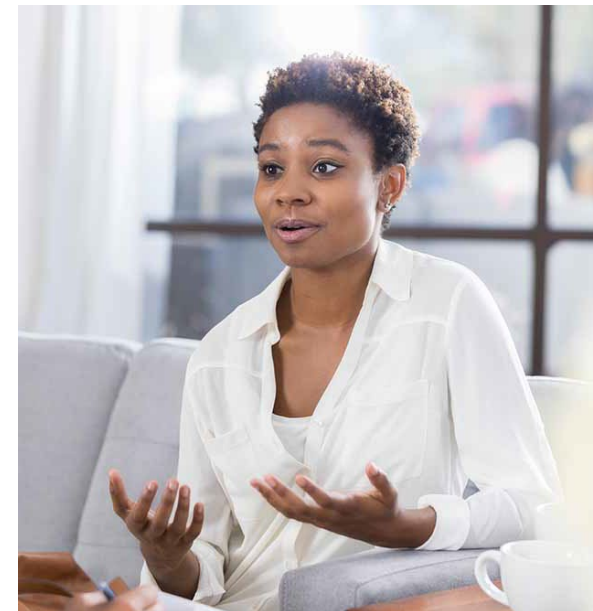




Presence



Active Listening



Powerful Questioning

Three Impactful Coaching Competencies



Coaching Presence

Fully conscious and present, employing a style that is open, flexible, grounded, and confident; ability to create a safe, supportive environment that produces ongoing mutual respect and trust

<https://coachingfederation.org/core-competencies>

Activity: Centering Along Your Three Dimensions



Source: Silsbee, D. (2008). *Presence-Based Coaching: Cultivating Self-Generative Leaders Through Mind, Body, and Heart* Jossey-Bass

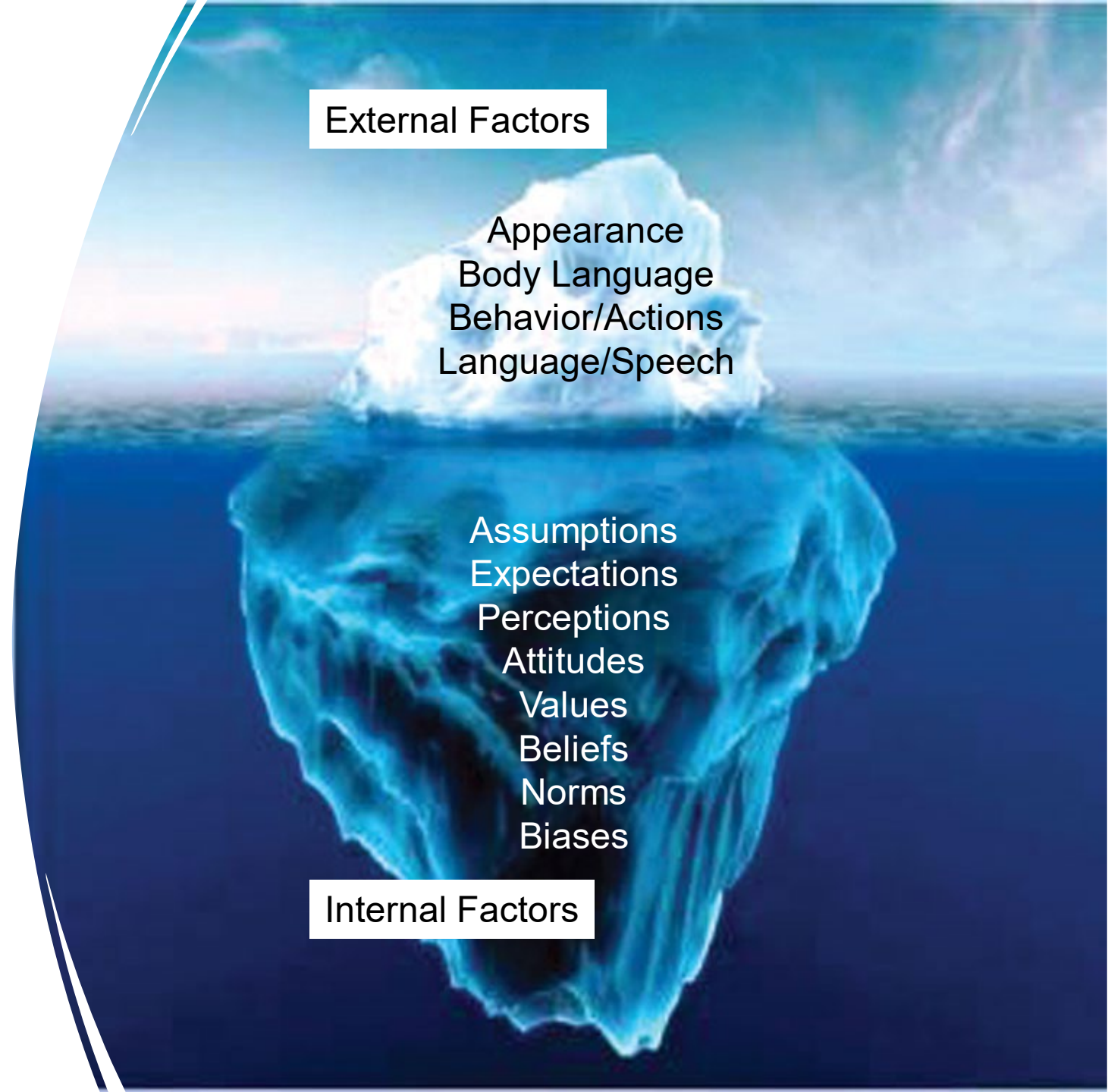


Active Listening

Ability to focus completely on what the team/person is saying and is not saying, to understand the context and meaning of what is said²⁵



Factors That Affect Your Ability To Listen



External Factors

Appearance
Body Language
Behavior/Actions
Language/Speech

Assumptions
Expectations
Perceptions
Attitudes
Values
Beliefs
Norms
Biases

Internal Factors



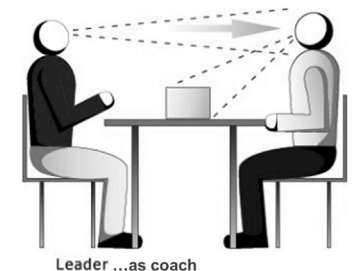
Top 10 Less than Active Listening Styles

Which listening style is a habit for you?

1. Listening to fix!
2. Listening to get information you want.
3. Listening for a chance to sound important and intelligent.
4. Listening to external distractions, e.g., CNN, email chimes, etc.
5. Listening for an opportunity to end and get back to work.
6. Listening to your own thoughts, and not listening at all.
7. Listening to make your own personal meaning out of this story.
8. Listening for a chance to seem funny.
9. Listening for how you can benefit.
10. Listening to refute, disagree.



Cogito, ergo sum





Tips to Maintain/Regain Active Listening

- Set yourself up to listen
- Ask, *“Who do I need to be in this conversation?”*
- This person or team is “naturally creative and resourceful”
- Center (...and clear) yourself; invite the others to center (...or clear)...be present
- Increase your receptivity (e.g., soften your stare or gaze, expand peripheral vision)
- Notice your mind is wandering; recommit to active listening
- Others...





Powerful Questioning

- **Open-ended Questions:**

- ☐ What, How, When, Who, Describe...
- ☐ *“What might happen if...”*
- ☐ *“In this situation, what would you do...?”*
- ☐ *“How might you...?”*
- ☐ *“What about...”*

- Less than Powerful Questions (aka **Closed-ended, Yes/No**):
forms of the verb “to be” = is, are, was, will, have, would, should, could...

- Rhetorical (aka **Fake**) questions:

- *“Have you thought about...?”*
- *“Did you consider...?”*

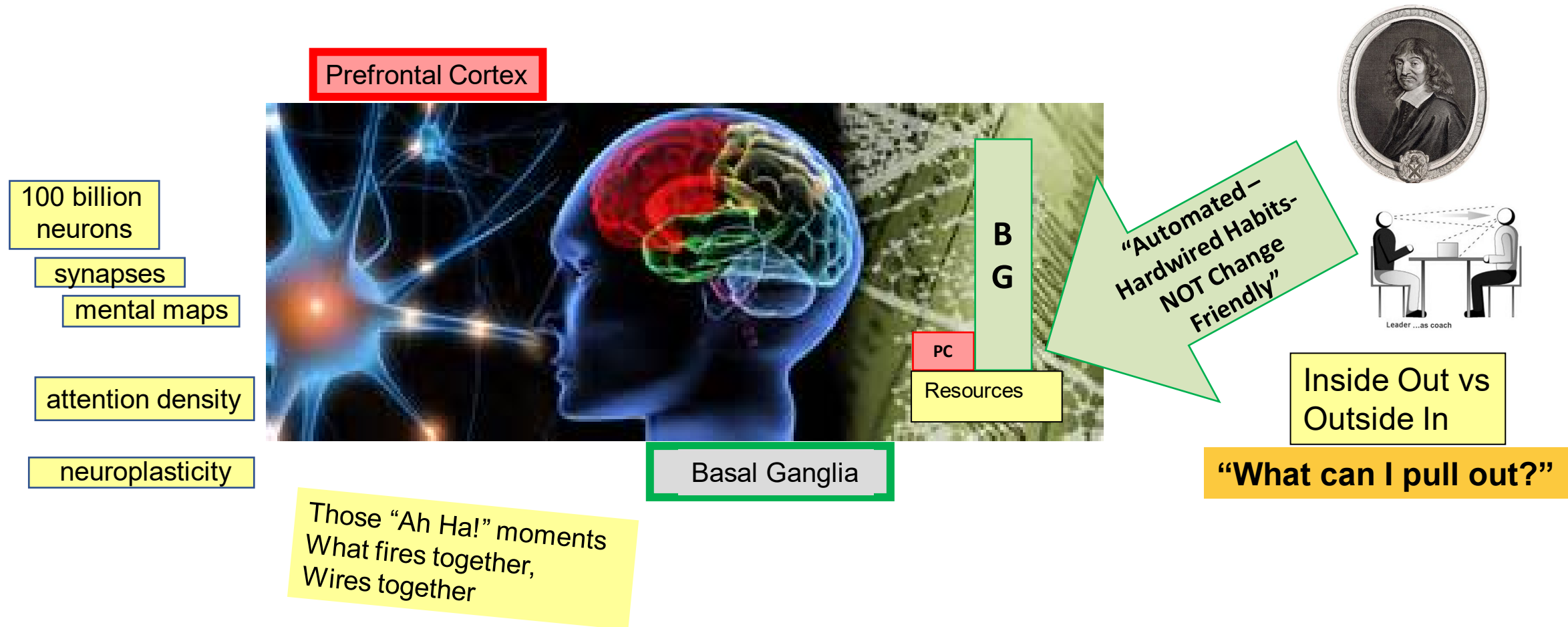
The Coaching Habit *Powerful Questions*

- *What's on your mind?*
- *And what else?... (the AWE Q)*
- *What's the real challenge here?*
- *What do you want?*
- *How can I help?*
- *If Yes to this, then No to what?*
- *What was most useful for you?*

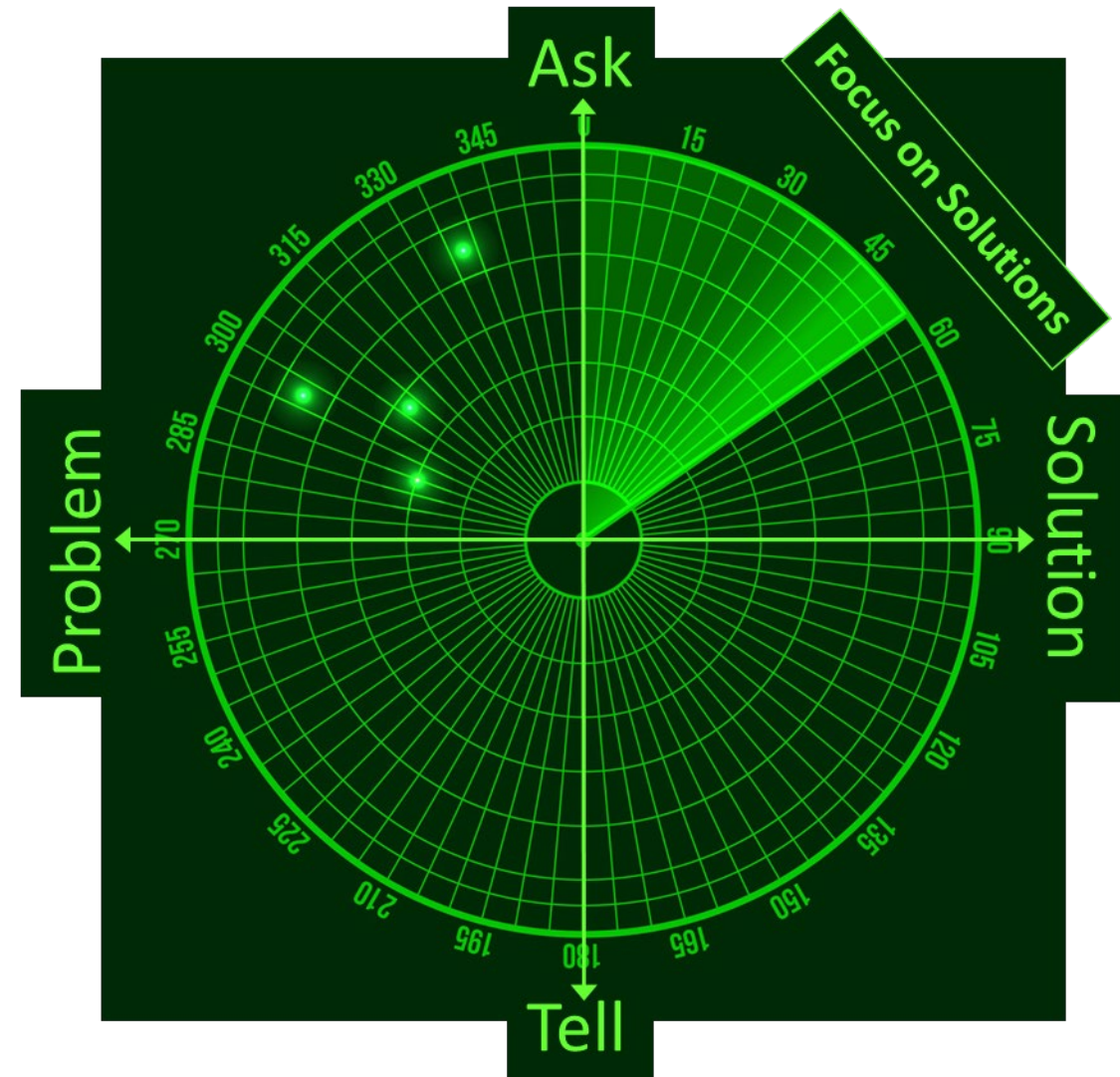
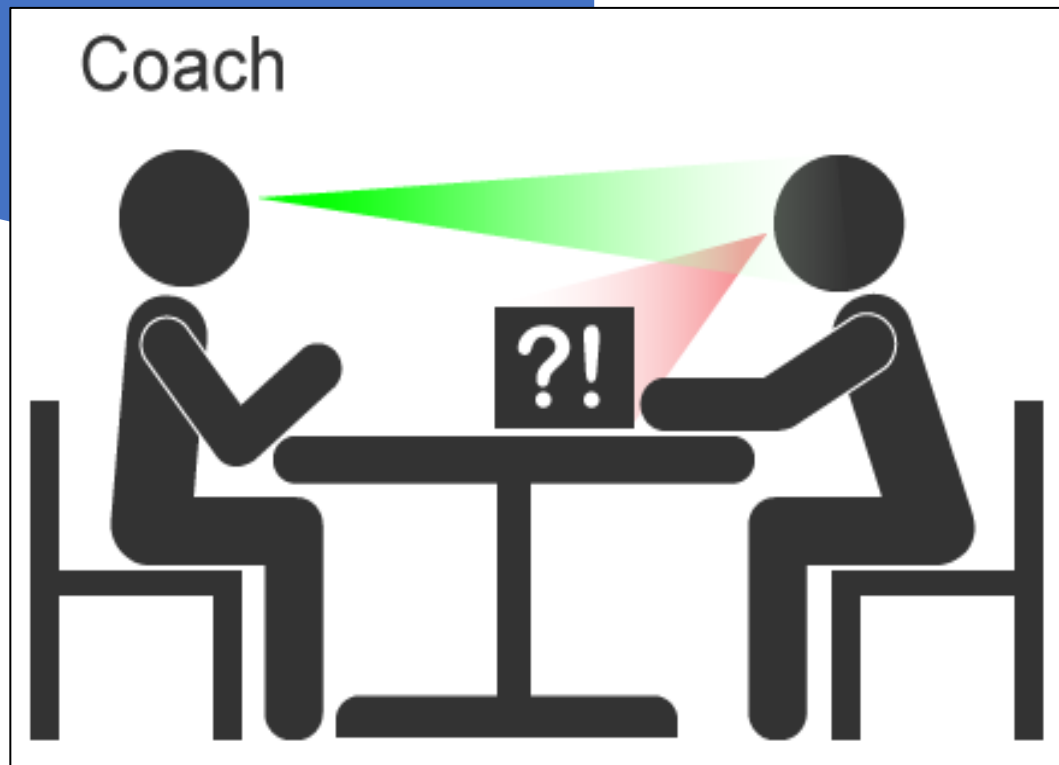
Source: Bungay Stanier, M. (2016). *The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever* Box of Crayons Press



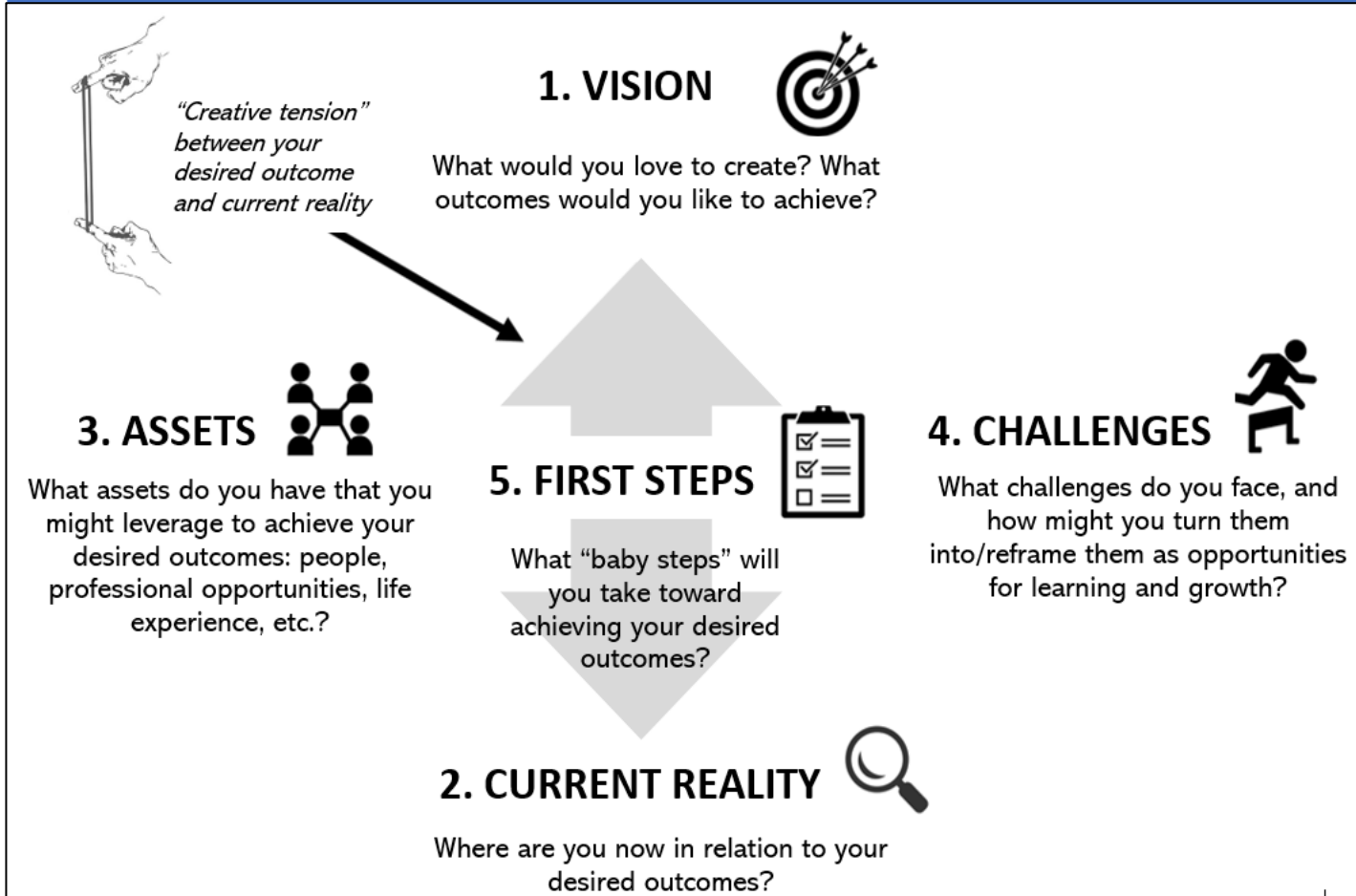
The Neuroscience of Leadership and Coaching



Key Take-Away: Coaching – What It Is and Isn't



Key Take-Away: 3VQ or T-GROW: Frameworks For Coaching Conversations



Key Take-Away: Coaching Presence

Fully conscious and present, employing a style that is open, flexible, grounded, and confident; ability to create a safe, supportive environment that produces ongoing mutual respect and trust.

- ☐ Remains focused, observant, empathetic, and responsive
- ☐ Demonstrates curiosity
- ☐ Manages one's own emotions to stay present
- ☐ Demonstrates confidence in working with others' strong emotions
- ☐ Is comfortable in a space of not knowing
- ☐ Creates or allows space for silence, pause, or reflection

“Centering” along your three dimensions: Length, Width, Depth



Key Take-Away: Active Listening

Factors that Affect Our Listening



Ability to focus completely on what the team/person is saying and is not saying, to understand the context and meaning of what is said

- Less than Active Listening: Listening to fix; refute or disagree; to your own thoughts; to get information you want; external distractions; get back to work; to make your own personal meaning out of this story, how you can benefit
- TIPS:
 - ☐ Set yourself up to listen
 - ☐ Ask, “*Who do I need to be in this conversation?*”
 - ☐ This person is “naturally creative and resourceful”
 - ☐ Center (...and clear) yourself; invite the others to center (...or clear)...be present
 - ☐ Increase your receptivity (e.g., soften your gaze, expand peripheral vision)
 - ☐ Notice your mind is wandering; recommit to active listening

Key Take-Away: Powerful Questioning

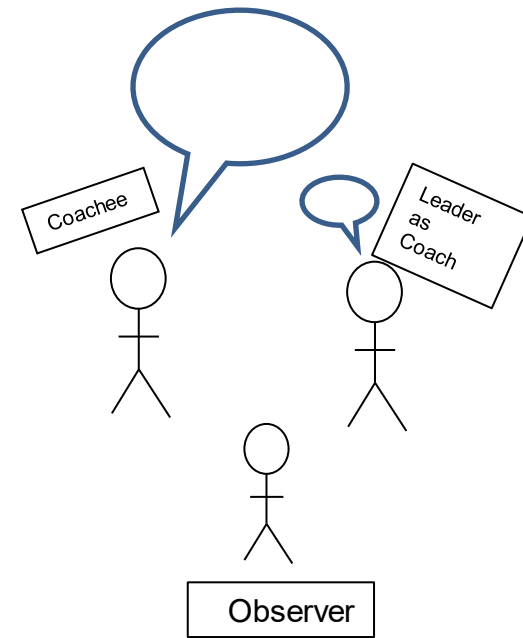


- **Open-ended Questions:**
 - ❑ What, How, When, Who, Describe...
 - ❑ *“What might happen if...”*
 - ❑ *“In this situation, what would you do...?”*
 - ❑ *“How might you...?”*
 - ❑ *“What about...”*
- Less than Powerful Questions (aka Closed-ended, Yes/No): forms of the verb “to be” = is, are, was, will, have, would, should, could...
- Rhetorical (aka Fake) questions:
 - *“Have you thought about...?”*
 - *“Did you consider...?”*

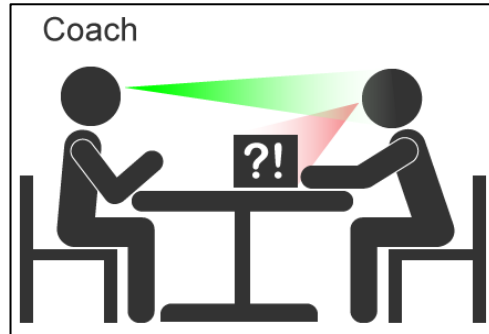
[The Coaching Habit by Michal Bungay Stanier](#)

Fieldwork: T-GROW or 3VQ Coaching Practice

- Gather in triads.
- Take turns coaching for 20 min each using the T-GROW or 3VQ coaching model.
- Coachee states their Leadership Goal where they would like some coaching.
- Coach engage in a purposeful conversation (T-GROW or 3VQ) with the Coachee.
- Observers use Leader as Coach Observations sheet (TGROW or 3VQ) to record the coach's demonstration of coaching competencies.
- At end of 20 minutes, take ~5 min to QUICKLY debrief the conversation.
 - 1 Min – Coach, how did it go? What went well? What would you improve?
 - 1 Min – Client, what went well? What feedback do you have for your coach?
 - 2-3 Min - Observers – share your Observation Sheet insights with the coach.
- **Rotate** roles so that each person serves in each role
- Debrief as a larger group @ Workshop #3.



Takeaways, Questions, Curiosities, Concerns?



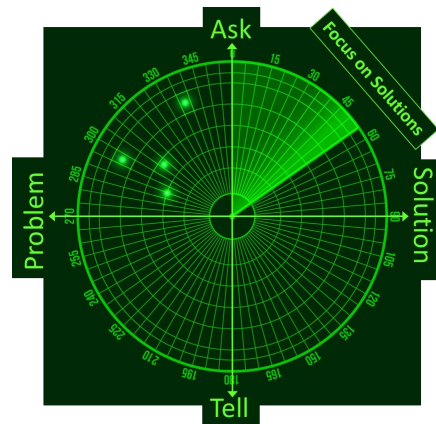
Coaching: What it is/What it isn't



T-GROW Framework



“Boost Daily Performance...”
“...Engagement...”
“...Empowerment...”



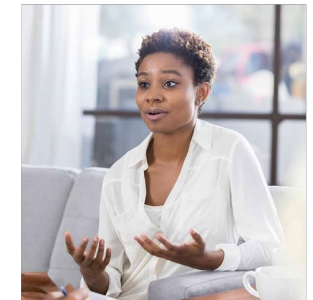
Ask, Tell, Problem, Solution “Sonar”



Presence



Active Listening

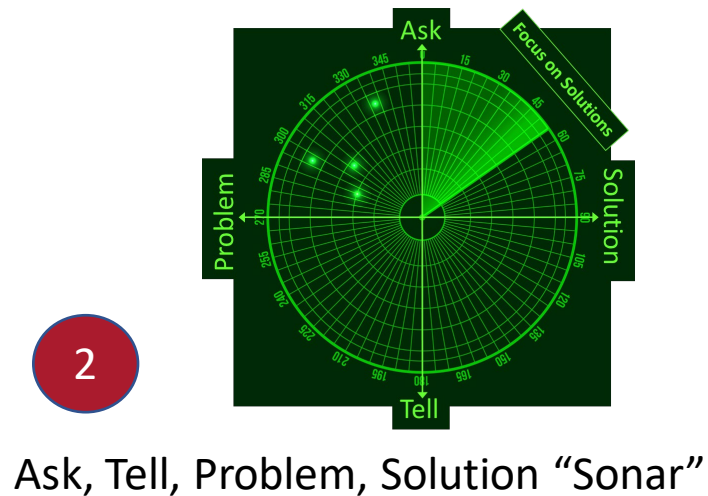
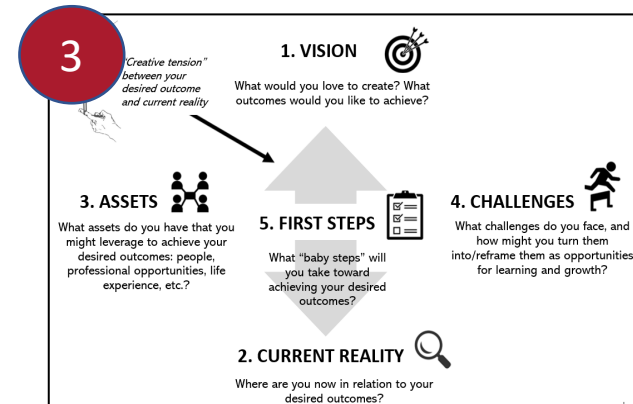
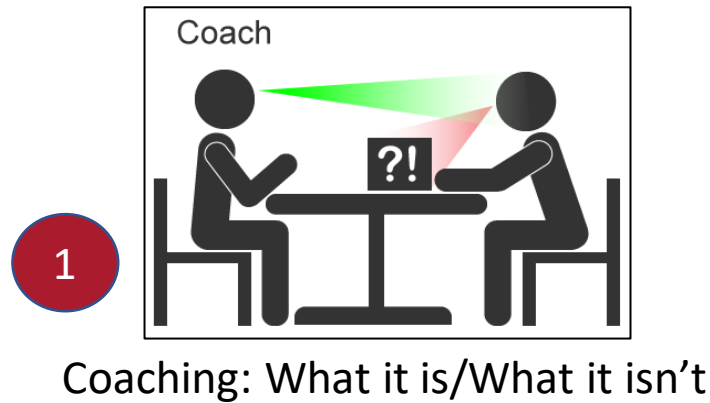


Powerful Questioning

The Coaching Competencies

Poll #2

What concepts or tools were most valuable to you? Select all that apply!



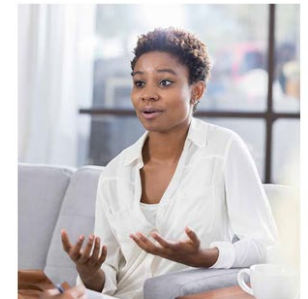
Presence

4a



Active Listening

4b



Powerful Questioning

4c

The Coaching Competencies