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BE A GREAT COACH

Who Was Your “Best Coach” Ever?

- Boss
- Sports coach
- Debate coach
- Mentor
- Parent
- Counselor
- Teacher
- Friend
- Family member
- Pastor...



Objectives

- Explore coaching as a highly effective “style of communication”
- Understand how and why coaching works
- Examine the two different types of coaching you do as a leader
- Practice foundational communication skills that make you a great coach
- Learn a process for effectively coaching your teams and others at work



Who was Your “Best Coach” Ever?

- What did your Best Coach do (specific behaviors) when interacting and communicating with you?
- What benefits did you get from his or her coaching?

What is a Leader?

An effective leader...

- Engages other people to deliver desired results.

**Accountability
for Results**

**Inspiration
of People**

*“Building AWARENESS and RESPONSIBILITY is
the essence of good coaching”*

John Whitmore

Coaching for Performance



The Business Case for Coaching

Coaching produces *positive results* in a vast array of organizational and employee outcomes, including:

- Employee performance
- Productivity
- Job satisfaction
- Role clarity
- Employee confidence
- Stress reduction
- Teamwork
- Service quality
- Commitment to the organization

- Turnover reduction
- Self-awareness
- Ownership and accountability
- Empowerment
- Innovation and creativity
- Promotability
- Relationship building
- Communication
- Employee engagement

What is Coaching?

Coaching is...

- The art and practice of using dialogue to shape, guide and grow another's performance

8 Key Principles for Great Coaching

1. The coach facilitates a **balanced, two-way conversation**
2. The coach actively seeks and explores the **other person's perspectives**
3. The coach focuses on **asking questions**
4. The coach creates a **non-threatening environment**

8 Key Principles for Great Coaching

5. The coach believes that **others can change** their behavior
6. The coach focuses on **future potential**
7. The coach forges **agreements** regarding action
8. The coach **coaches continually**

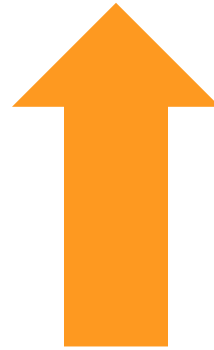
Self-Evaluation: 8 Key Principles for Great Coaching

- Think about your communication habits in conversations with direct reports and others in your organization.
- Rate your strength level on each of the eight principles.



Two Reasons to Coach

Coaching for
GROWTH



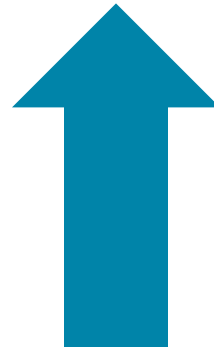
COACH'S GOAL:

To raise performance to higher levels through:

- Learning
- Developing
- Expanding capability

EXPECTATIONS

Coaching for
IMPROVEMENT



COACH'S GOAL:

To raise performance to the level of an expectation by:

- Clarifying
- Aligning
- Creating accountability

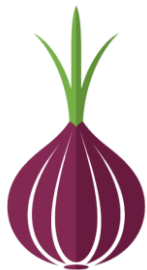
The Art of Asking Questions

Model #1



Let *them* HOLD THE BALL

Model #2



...while you PEEL THE ONION

Question Game

Questioner:

- Ask questions and listen (no comments)
- “Peel the onion” of the topic
- Keep the conversation going

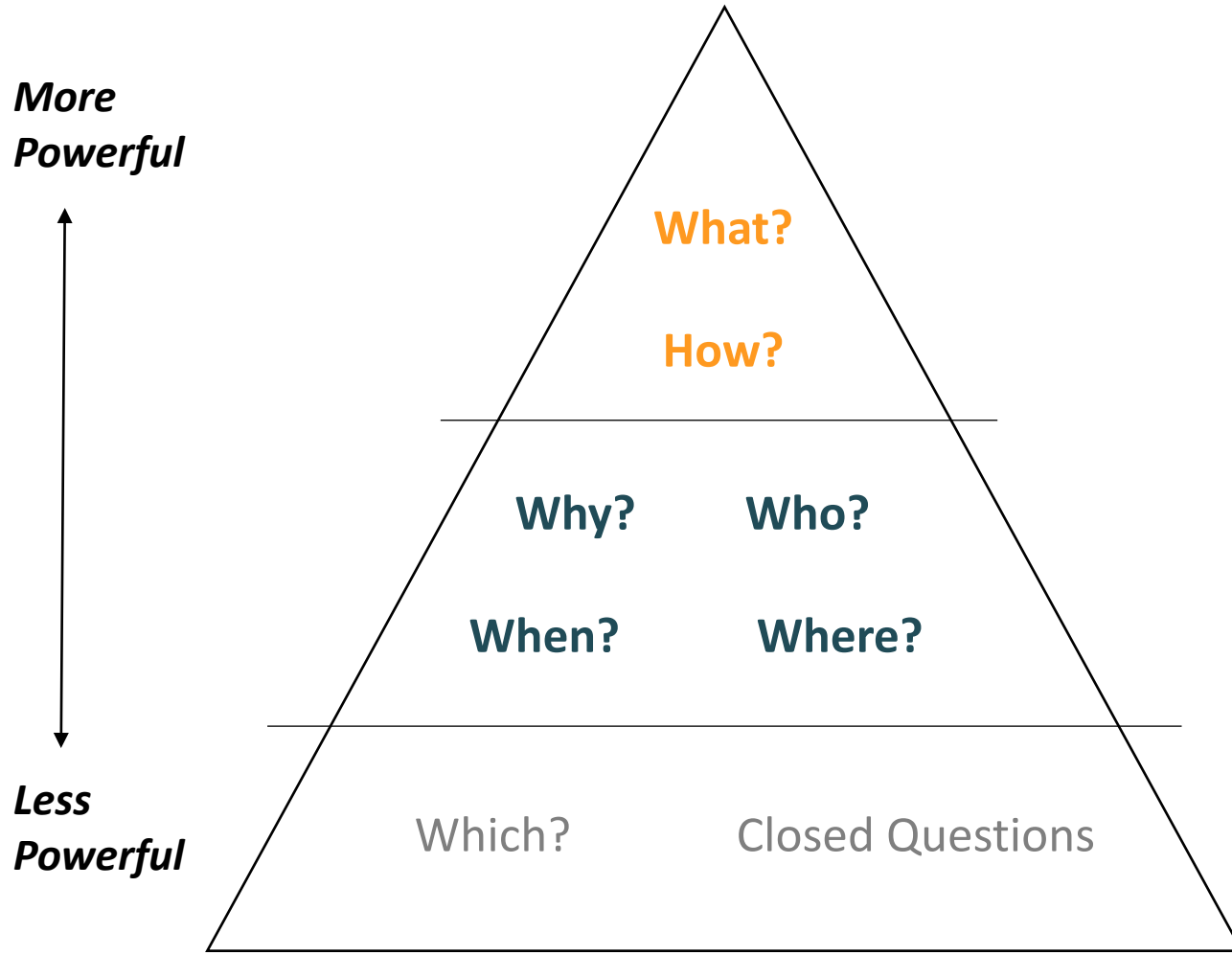
Speaker:

- Answer the question as needed, then stop
- Leave room for the listener to ask more questions

Possible Topics:

- Movies and TV
- Music
- My Education
- My Hobbies
- Favorite Vacation
- Favorite Job
- My Pets
- My Dream Job
- My Family

The Question Pyramid



Question Game

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Master Tips for Asking Great Questions

1. Ask only one question at a time
2. Ask your question – then be quiet
3. Start with wide-open questions
4. Listen for what hits your ear
5. Rely on “what else?”
6. Use statements as questions
7. Explore actions taken so far
8. Once you understand fully, ask questions that move to action



Reflection on Asking Questions and Listening

- How good are you at asking questions (on a scale from 1-10)?
- What are two or three things you can do to ask better questions?
- How good are you at listening (1-10)?
- What are two or three things you can do to be a better listener?



The Feedback Formula

$$F + ? = A$$





6

Step Process for Coaching

Coaching for
GROWTH



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Step Process for Coaching for Growth



COACHING FOR GROWTH
Step 1: Welcome

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Step Process for Coaching for Growth



LIVING
AS A
LEADER

COACHING FOR GROWTH
Step 2: Set The Stage

Step Process for Coaching for Growth



COACHING FOR GROWTH
Step 3: State The Facts

Step Process for Coaching for Growth

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Step Process for Coaching for Growth



LIVING
AS A
LEADER

COACHING FOR GROWTH
Step 5: Ask & Listen

6

Step Process for Coaching for Growth

6

Step Process for Coaching for Growth



COACHING FOR GROWTH
Step 6: Gain Agreement

Situations to Coach for Growth

Brainstorm types of situations with employees or others where you could use the Coaching for Growth process to guide the conversation.

- Delegating a new project
- Resolving a business problem
- Offering training
- Discussing a new role
- Reviewing performance
- Seeking information

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Step Process for Coaching for Growth

On-the-Job Application

- Select a situation to use the Coaching for Growth process
- Develop the conversation using the planner on pages 18 and 19

Personal Commitments

- What was your “Aha” for today?
- What are your strengths that help you be a great coach?
- What do you do that gets in the way of being a great coach?
- What skill, strategy or tool will you apply immediately?

A black and white photograph of two women looking at a computer screen. The woman on the left is in profile, looking towards the right. The woman on the right is smiling and looking at the screen. A large teal semi-transparent banner is overlaid on the image, containing white text.

Thank you for your participation

Go and be a Great Coach!

Visit www.livingasaleader.com for additional leadership resources.