


Lessons Learned
From 20 Years of Coaching Professionals

Presented by:
Sandy Brown, LCSW, LMSW, SAP
The Employer's Resource, LLC



1

ER Assets or Challenges to Professional Effectiveness



SELF-AWARENESS



SKILLS



MOTIVATION

2

BLIND-SPOTS
LACK OF SELF-AWARENESS

Ineffective due to ignorance – not malice

95% of people think they are self-aware
Only 10-15% actually are

Do not understand the impact they have on others or why individuals misread their motives


3

MODIFY STYLE

- #1 – Recognize your own style
- #2 – Read your audience
- #3 – Modify your style to match the audience

4

Relationship and Task



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5

Task	Relationship
<ul style="list-style-type: none"> • Focus is on completion of project, task at hand, goal attainment • Often objective and can appear dispassionate with decisions • See true or false in situations; black and white • Fairness is treating everyone the same • Enjoy being recognized for their results • Decisions are made with strong consideration for the 'head' 	<ul style="list-style-type: none"> • Focus is on people involved, team dynamics, individual engagement • Often subjective in decisions, striving to maintain harmony • See good or bad in situations; many gray areas • Fairness is treating everyone uniquely where they are • Enjoy being appreciated for their contributions • Decisions are made with strong consideration for the 'heart'

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6

Task talking to a Relationship	Relationship talking to a Task
<ul style="list-style-type: none"> ✓ Explore alternative solutions with regard to impact on people ✓ Allow focus on team dynamics to be a credible approach ✓ Resist considering relationship focus as 'soft' or 'ineffective' ✓ Word critical remarks carefully and point out positives ✓ Ask for others' opinions and concerns ✓ Remember impact on people is logical even if people are not 	<ul style="list-style-type: none"> ✓ Practice laying out an argument logically - "if...then" ✓ Understand critical remarks are not personal and can be helpful ✓ Resist considering task focus as "uncaring" or "cold" ✓ Use brief and concise language to express your needs and wants ✓ Be ready to defend your position with logical support ✓ Remember task focus believes they are helping people too

7



8

Direct	Indirect
<p>You express yourself with assertiveness and conviction and,</p> <ul style="list-style-type: none"> • State your position on issues candidly and frankly • Influence others with an assertive, direct approach • Come across as self-assured and forceful • Prefer to confront conflicts and openly debate differences • Tend to "tell" rather than "ask" • Present ideas with confidence, sometimes overstating them 	<p>You influence others using strategy and diplomacy and,</p> <ul style="list-style-type: none"> • State your position on issues carefully and diplomatically • Persuade others with a supportive and tactful approach • Come across as approachable and unassuming • Prefer to negotiate rather than argue or debate differences • Tend to "ask" instead of "tell" • Present new ideas modestly, sometimes understating them

9

ER	Direct talking to an Indirect	Indirect talking to a Direct
	<ul style="list-style-type: none"> • Avoid coming on too forcefully. Indirects may perceive this as pressure and find ways to avoid or end discussions. • Try not to come across too self-assured and overly confident; indirects may perceive this as arrogance. Use a calm and sincere tone of voice. • Watch your body language; don't overpower indirects with excessive eye contact, a loud voice, or close body space. • Use active listening techniques such as paraphrasing. Take time to let the indirect know you heard their point. • When sharing your point, consider phrases like: <ul style="list-style-type: none"> ✓ "What do you think about ..." ✓ "Another options might be ..." ✓ "We might also consider ..." 	<ul style="list-style-type: none"> • Present your ideas and opinions more assertively and forcefully. Direct respect conviction and confidence. • Stand your ground and be prepared to debate your position. Directs like to challenge and confront differences. • Don't use hesitant eye contact, tentative body language, or too soft a voice. Directs may read this as insecurity or deceptiveness. • When in a group discussion of many directs, be ready to jump in with your ideas, even if it means you interrupt at times. • When sharing your point, consider phrases like: <ul style="list-style-type: none"> ✓ "We need to ..." ✓ "Don't overlook ..." ✓ "Doing (x) will get us to (y)."

10

ER	SELF REGULATION
	<p>What are your frustration points?</p> <p>What is your goal?</p> <p>When there are conflicting goals</p>

11

ER	Common Frustration Sources
	<hr/> Consistently Negative Comments or Behaviors <hr/> Spreads Rumors – 'Stirring the Pot' <hr/> Passive-Aggressive – Overtly or Subtly <hr/> Lying Behaviors <hr/> Poor Behavior that had Existed for Years <hr/> Blaming Others for the Problem <hr/> Continually Defensive When Confronted with Issues <hr/> Taking No Initiative – Not 'Owning' Their Part <hr/>

12

SKILL BUILDING Continual Growth of Leadership Core Competencies

13

ER Leadership Core Competencies

- › Communication Skills
- › Problem Solving
- › Decisiveness
- › Conflict Management
- › Emotional Intelligence
- › Adaptability
- › Positivity
- › Accountability
- › Responsive to Stakeholders
- › People Management Skills
- › Team Building
- › Technically Competent
- › Takes Ownership
- › Strategic Thinking
- › Honest and Ethical
- › Time Management
- › Coaching and Mentoring
- › Relationship-Building Skills
- › Critical Thinking
- › Growth Oriented

14

ER Obstacles to Listening

- › Fatigue
- › No Motivation
- › Perception
- › Pseudo-listening
- › Disagreement
- › Over-reacting
- › "I don't get it"
- › Environment

15




"We're all more motivated to improve our talking skills than our listening skills. Yet our capacity to listen without defensiveness is perhaps the number one skill on which our success in our personal and work relationships depends."

Harriet Lerner



16

ER 3 Key Steps to Being a Better Listener

-  To start, we can pay active, silent attention to what others are saying.
-  Next, we can repeat what we've heard in our own words, making sure we understand what's been said (even if we don't agree).
-  And finally, we can ask open-ended questions that demonstrate that we are processing what we've heard.

17

ER " DISCOVER THE SECRET TO GETTING THROUGH TO ABSOLUTELY ANYONE

Just Listen

MARK GOULSTON

FOREWORD BY Keith Ferrazzi
AUTHOR OF PETER DRA AGONIE AND WHO'S GOT YOUR BACK " "

18

CONTINUED FOCUS ON GROWTH

Knowing others is intelligence.
 Knowing yourself is true wisdom.
 Mastering others is strength.
 Mastering yourself is true power.

Lao Tzu

19

ER Emotional Intelligence Processes

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    graph LR
      PC[PERSONAL COMPETENCE] --> SA[Self-Awareness]
      SC[SOCIAL COMPETENCE] --> SA
      SA --> SM[Self-Management]
      SA --> RA[Relationship Management]
  
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- > **Personal Competence:**
 - Foundation of EQ
 - Aware and Manage thoughts and behavior
- > **Relationship Building:**
 - Second level of emotional intelligence
 - Apply understanding to promote productive & satisfying relationships

20

ER Ways to Improve Your EQ

Observe how you react to people.

- Do you rush to judgment before you know all of the facts?
- Do you stereotype? Do you know your biases and prejudices?
- Look honestly at how you think and interact with other people. Try to put yourself in their place and be more open and accepting of their perspectives and needs.

21

FR **Ways to Improve Your EQ**

- > Know who pushes your buttons
- > Pinpoint specific people and situations that trigger your emotions.
- > Go further by discovering the source of your 'buttons' – Why do these people and situations irk you when others similar situations do not?

22

FR **Ways to Improve Your EQ**

Examine how you react to stressful situations.

- Do you become upset every time there's a delay or something doesn't happen the way you want?
- Do you blame others or become angry, even when it's not their fault?
- The ability to stay calm and in control in difficult situations is highly valued. Keep your emotions under control when things go wrong.

23


FR

24

ER Complete Self-Assessments

- › iEQ9 (www.integrative9.com)
- › LEA 360 (<https://www.mrg.com/assessments/leadership/>)
- › Myers-Briggs Type Indicator
- › DiSC Assessment
- › StrengthsFinder

25

ER Seek Learning Sources 

- › TED Talks
- › YouTube
- › Podcasts
- › Suggested Authors/Sources:
 - John Maxwell
 - Sharyl Sandberg
 - Mel Robbins
 - Simon Sinek

26

Thank you for your attention.

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913-205-2705
www.theemployersresource.com



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27
