The Coach Approach

Activity: “My Coaching Story”

Independently: Self-reflection and Writing

- What is your experience giving and receiving coaching?
- What is the best coaching you have ever received or observed? What made it successful?
- When you want to ask for coaching, who do you go to and why (focus on characteristics, not names)?

Self Reflection:

In Pairs: Share your “coaching story.” What were characteristics of the effective coaches in your stories?
**The Coach Approach**

**Activity: What Coaching IS and IS NOT**

**Compare and Contrast:**

<table>
<thead>
<tr>
<th>Coaching</th>
<th>Advising</th>
<th>Counseling</th>
<th>Mentoring</th>
<th>Training</th>
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</thead>
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</table>
The Coach Approach

Consider how often you exhibit the behaviors below. Score yourself on a scale of 1 (you never behave this way) to 5 (you always behave this way).

<table>
<thead>
<tr>
<th>TRUST-BUILDING BEHAVIORS SELF-ASSESSMENT</th>
<th>SCORE</th>
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<tbody>
<tr>
<td>I tell the truth. I am authentic.</td>
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<td>I commit and then I follow through.</td>
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<td>I have their backs. I’m here to catch them if they fall.</td>
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<td>I give clear direction and concrete tangible goals with people.</td>
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<td>I lead the way. I go first sometimes, especially when there’s risk.</td>
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<td>I keep confidences.</td>
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<td>I treat people with respect.</td>
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<td>I communicate openly.</td>
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<td>I show that I’m interested and that I care.</td>
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<tr>
<td>I’m consistent in my actions. People know what to expect from me.</td>
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<tr>
<td>I treat people fairly.</td>
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<tr>
<td>I’m the lead cheerleader for my people.</td>
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<tr>
<td>I walk my talk. I live my values.</td>
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</table>

**TOTAL SCORE (out of 65)**
The Coach Approach

Coaching Skills Self-Assessment

**Instructions:** Read through each item and place an “X” in first, second, or third column based on your self-assessment. After you have done this for all items, review your responses and consider which ones you would most like to focus.

<table>
<thead>
<tr>
<th>Item</th>
<th>Growth Opportunity</th>
<th>Work in Progress</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am able to focus on what someone is saying and take it in with interest (I don’t get easily distracted or start practicing my response before person stops talking).</td>
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<tr>
<td>When I am coaching someone, I make sure the person does most of the talking.</td>
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<tr>
<td>I do not interrupt others when they talk, even if I feel I understand what they are trying to say.</td>
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<td>I am honestly very interested in what other people are up to (their goals). I think everyone is fascinating in some way.</td>
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<td>I am able to help “uncoachable” people open up and become coachable (for example, when someone seems defensive or uninterested).</td>
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<td>When I coach people, I let them own the discussion and determine how I can best help (versus me leading).</td>
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<td>Once I have determined that I want to offer to coach someone, I feel comfortable approaching the person and starting the discussion.</td>
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<tr>
<td>I ask great questions that engage others and help inspire bigger thinking.</td>
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<td>When I coach someone, the person generally leaves the conversation feeling better than when it began.</td>
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<tr>
<td>When I coach others, I help them discover and define where they want to go to attain their goals (vision, the path forward).</td>
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<td>I know how to coach someone who is feeling stuck or overwhelmed.</td>
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<tr>
<td>I am a “yes, go for it” person, not the type that says “yes, but,” (play devil’s advocate).</td>
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<td>I feel comfortable helping others broaden their perspective when they are unable to see what may be slowing their progress.</td>
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<td>I help those I coach create an action plan that they own and feel highly motivated to implement.</td>
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<td>I feel comfortable managing agreements to hold others accountable for their intentions and promises without it seeming like I have taken over ownership.</td>
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<tr>
<td>I excel at helping others discover their strengths and apply them.</td>
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<tr>
<td>I am able to shift/be flexible to meet the needs of those I coach (show up in a variety of ways depending on what they most need).</td>
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<td>People seek out my coaching (this is different from seeking my advice).</td>
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Overall impression of your self-assessment:
Communication Skills – That Inspire Others

Group discussion

- Integration of characteristics of great coaches you identified in your coaching stories, what coaching IS, results of Trust Building Behaviors Self-Assessment, results of Coaching Skills Self-Assessment
- What communication skills and behaviors INSPIRE you and others?

Notes:
Activity: Listening Deeply

In Pairs: Each take role of speaker and listener. Two rounds, 10 minutes of talking/listening, then 5 minutes of discussion of themes, and what it felt like. Total exercise is 30 minutes.

Speakers:
- Talk about something that engages you (e.g., a hobby you love, a place you loved visiting, your favorite movie, etc. Include “why”).

Listeners:
- Allow yourself to be totally engrossed in the speaker’s story—just listen, be interested, be fascinated. Be quiet.
- Ask probing questions only if the speaker stops talking.

Speaker Debrief/Notes:

Listener Debrief/Notes (What did you hear?):
The Coach Approach

Getting Started Practice Worksheet

Coachee - Check topics (or write your own) that resonate with you most and about which you are interested in receiving coaching.

I want to earn a promotion.
I want to spend more time in leisure or recharging my batteries.
I want to increase my influence with peers/leaders/others.
I want to help my team be more agile.
I want to improve how I conduct performance appraisal meetings.
I want to be a better listener.
I want to spend more time being proactive versus reactive.
I want to give feedback that may be difficult to hear.
I want ________________________________

Coach: Starting the Coaching Discussion - How might you start the coaching discussion? Write ideas you like and may use during the practice.

Coach: Great Questions - Write a few great questions to use during the coaching session that will help improve the coaching conversation.

Listen deeply. Let the performer do most of the talking.
The Coach Approach

Coaching Practice #1 – Starting Coaching Conversations

In Pairs
- Refer to the “Getting Started” worksheet
- Practice starting the coaching discussion and creating “pull”
- Keep track of great questions

Process
- Two rounds, 10 minutes as coachee or coach, then 5 minutes of discussion of themes, and what it felt like. Switch coachee and coach roles. Repeat 10 minute round and 5 minutes of discussion. Total exercise is 30 minutes.

COACH

Great Questions: Write down a few great questions to use during the coaching session that will help improve the conversation.

Debrief/Notes:

Listen deeply.
The Coach Approach

Coaching Practice #1 – Starting Coaching Conversations

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COACHEE

Great Questions: What were a few great questions used during the coaching session that helped improve the conversation?

Debrief/Notes:

Do most of the talking.
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COACHING PRACTICE, ONE CONVERSATION AT A TIME

Coaching Questions

Starting the coaching conversation (Topic) – sample questions
- What would you like to talk about?
- What can I help you with today?
- What’s on your mind?
- What’s the latest update?
- Where are you right now?
- What are your burning questions about this idea?
- How did it go when you tried it?

COACHING PRACTICE, ONE CONVERSATION AT A TIME

Coaching Questions

Outcome/Goal – sample questions
- Where do you want to head with the plan/idea/goal?
- What do you want?
- What would success look like?
- What is your desired outcome/goal?
- What would you gain?
- How will you know you have reached it?
- What would it look like?
- What if you did know?
Coaching Questions

Check-In – sample questions
- Where do things stand?
- What is holding you back?
- How are we doing?
- How is this working?
- Where would you like to go?
- What do you want to explore further?

Coaching Questions

Wrap-up/Summary – sample questions
- What action will you take? And after that?
- What is your conclusion?
- How would you summarize your effort so far?
- What are you telling yourself?
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Coaching Practice #2 – Asking Powerful Questions

In Triads (coach, coachee, observer)

- Coach - Practice asking powerful questions
- Coachee - Pick a meaningful topic, perhaps related to your professional development
- Observer - Keep track of great questions

Process

- Three rounds, 7 minutes as coach, coachee, or observer, then 3 minutes of discussion of themes, and what it felt like. Switch coach, coachee and observer roles. Repeat twice, 7 minute round and 3 minutes of discussion. Total exercise is 30 minutes

COACH

Great Questions: Write were some great questions your observer heard you use during the coaching conversation?

Debrief/Notes:

Listen deeply.
The Coach Approach

Coaching Practice #2 – Asking Powerful Questions

In Triads (coach, coachee, observer)

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Process

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COACHEE

Great Questions: What were some questions used during the coaching conversation that helped you consider your professional development?

Debrief/Notes:

Do most of the talking.
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Coaching Practice #3 – Navigating Difficult Coaching Conversations

In Pairs
- Think of a difficult topic (e.g., a performance management issue, a project you are working on that is not progressing as you would like). What questions would most help you move forward? What questions would you ask if you were coaching “you?”

Process
- Two rounds, 10 minutes as coachee or coach, then 5 minutes of discussion of themes, and what it felt like. Switch coachee and coach roles. Repeat 10 minute round and 5 minutes of discussion. Total exercise is 30 minutes

COACH

Great Questions: Write down a few great questions to use during the coaching session that will help improve the conversation.

Debrief/Notes:

Listen deeply.
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- Two rounds, 10 minutes as coachee or coach, then 5 minutes of discussion of themes, and what it felt like. Switch coachee and coach roles. Repeat 10 minute round and 5 minutes of discussion. Total exercise is 30 minutes

COACHEE

Great Questions: What were a few great questions used during the coaching session that helped improve the conversation?

Debrief/Notes:

Do most of the talking.
The Coach Approach

Action Planning – Questions for Reflection

Pick some questions that resonate:

• What are three things you want to remember from today’s course?
• What can you do to take your coach approach to the next level?
• How will you move from vision to action?
• What are the first concrete steps you will take to keep building your coach approach skills?
• What are the first concrete steps you will take towards implementing your coach approach with your employees?
• What is your timeline for progress?
• How will you hold yourself accountable?

Reflection: