

# Developing People: Fundamental Workplace Coaching Skills

Part 1

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June 4, 2021

9:00 am – 10:30 am

What do you want to get out of today  
to make it worth while for you?

Put your answer in the chat box

# Program Overview

- Part 1: Overview of coaching what it is, when & how to apply coaching skills
- Part 2: Deeper Dive into communicating effectively & evoking awareness
- Part 3: Bringing it all together cultivating learning & growth

# How much of your full potential do you bring to work?

What gets in the way of your full potential being realized?

What is the primary inner obstacle that prevents your potential from being realized?

# Learning & Retention

	Told	Told & Shown	Told, Shown & Experienced
Recall after 3 weeks	70%	72%	85%
Recall after 3 months	10%	32%	65%

Action x Reflection → Growth & Development

David Peter, Ph.D. frm Director Google's Executive Coaching & Development Service

# Coaching: ICF Definition

Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

International Coaching Federation

# Coaching in the Workplace Definition

Identifying people's potential and developmental needs, engaging in a collaborative relationship with them that bolsters their abilities.

- Based on trust, belief and non-judgement
- On the job development



# When to coach and when to tell

<b>Time</b> is primary (crisis, short-notice)	Works in short term; long term dependency
<b>Maximizing learning</b> (new skills, activity) is the key focus	Coaching is the clear option to maximize learning & knowledge retention
<b>Quality of result</b> is the primary criteria (report, Rx)	Coaching for awareness and responsibility
<b>Commitment and buy-in</b> are important (implementing new processes)	Coaching cultivates the possibility more than telling
<b>Engagement and retention</b> (millennials, high potentials...) are important	Coaching is effective in aligning needs, expectations, goals, mission and values of individuals and the organization – Creating purpose and meaning in work

*(The Leader as Coach, Herminia Ibarra & Anne Scoular, Harvard Business Review, 2019)*

# Coaching Cultivates

- Awareness: focused attention, concentration and clarity
- Responsibility: personal choice and control; outcomes

# Workplace Coaching Types & Timing

## Types:

- *Performance* – creating a plan to build skills, enhance productivity and/or correct performance
- *Development* - expanding thinking and capacity to step to next level within the organization, career or as person

## Timing:

- *Calendar-Driven*- scheduled sit-down meetings, forum for discussion and review of events and development overtime
- *Situational Coaching*- spontaneous after or during an incident or activity

# Styles of Coaching in the Workplace

<b>More information put in</b>	<b>Directive</b> (Mentoring)	<b>Situational</b> (Sweetspot)
<b>Less information put in</b>	<b>Laissez-faire</b> (Coaching not needed)	<b>Non-directive</b> (Draw out from the person by listening, questioning, creativity)
	<b>Less energy pulled out</b>	<b>More energy pulled out</b>

(Herminia Ibarra & Anne Scoular, *Leader as Coach*, HBR, 2019)

# GROW Model: Non-Directive Coaching

## Goal:

What to accomplish now, *What do you want to have at the end of this conversation that you don't have now?*

## Reality:

Asking questions grounded in What, When, Where, Who. *"What are key things you need to know now?"*

## Options:

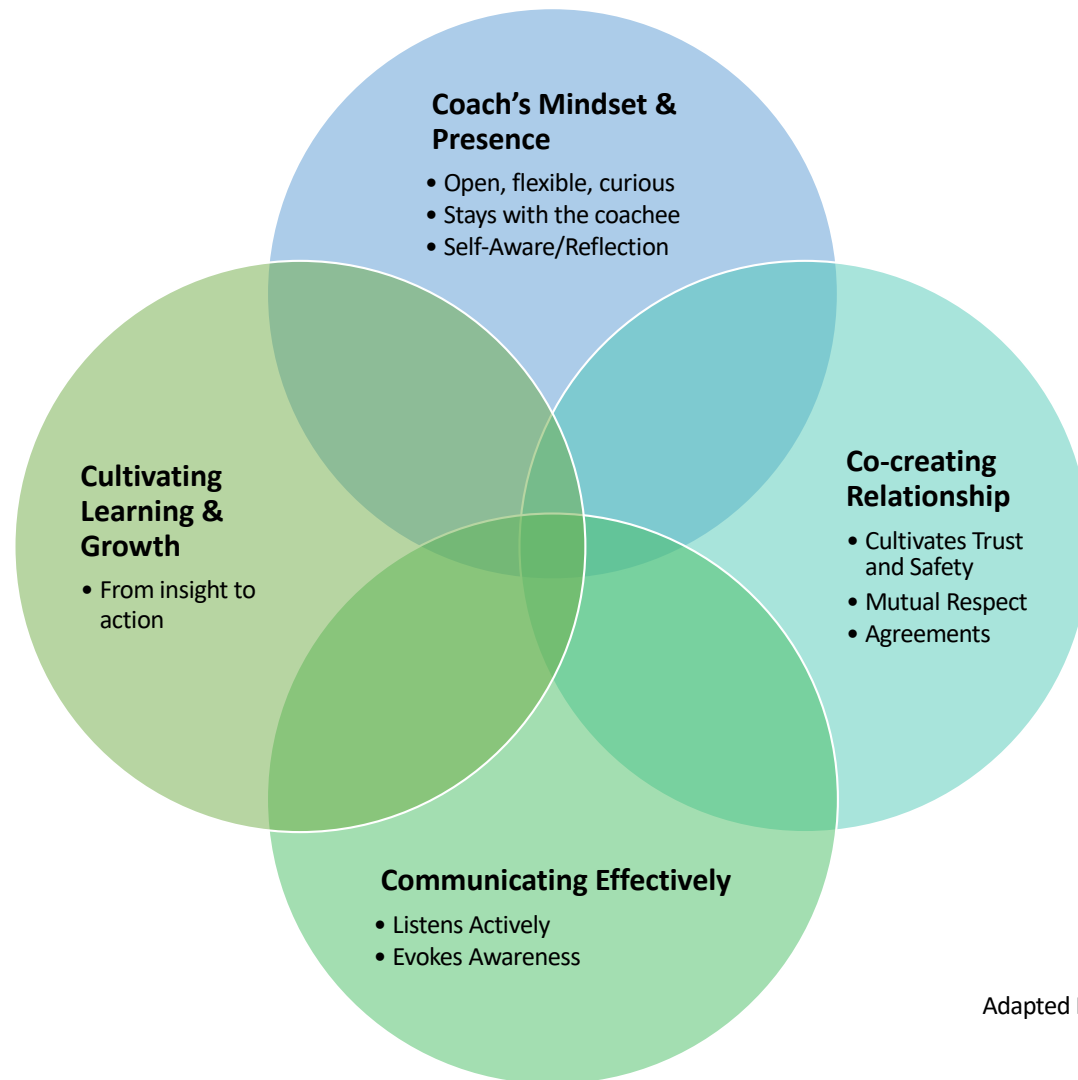
Help people think more broadly and deeply. *If you had a magic wand, what would you do? How might (Name) approach this?*

## Will:

First *"What will you do?"* and then *"On a scale of 1-10, How likely is it you will do this?"* - need an 8 or higher

(Sir John Whitmore, *Coaching for Performance*, 5<sup>th</sup> Edition, 2017;  
Herminia Ibarra & Anne Scoular, *Leader as Coach*, HBR, 2019)

# Fundamental Coaching Competencies



Adapted ICF Competencies, 2020

# Coaching Mindset & Presence

Develop and maintain belief that people are capable, resourceful and full of potential; can learn and grow:

- **Curious** - about the person, their perspective, experience, and thinking, what's possible for the person
- **Open** - to what the person brings to the table, to what comes out of the conversation; to influence of context and culture on self and others
- **Flexible** - move in the moment to what is most powerful for the person and to move the "work" along
- **Client Centered** - see the whole person and committed to supporting their growth
- **Staying Present** with the coachee throughout the coaching interaction

(adapted from ICF Core Competencies, 2020)

# Discussion

- What happens when you are open, curious, flexible, focused on the other person?
- What gets in the way or prevents you from being in this mindset?
- What gets you into this mindset?



# Fundamentals: Coaching Competencies

## Communicating Effectively

- **Active listening**
- **Evoking awareness** without telling through **powerful questions**, metaphor, analogy, silence

## Cultivating Learning and Growth

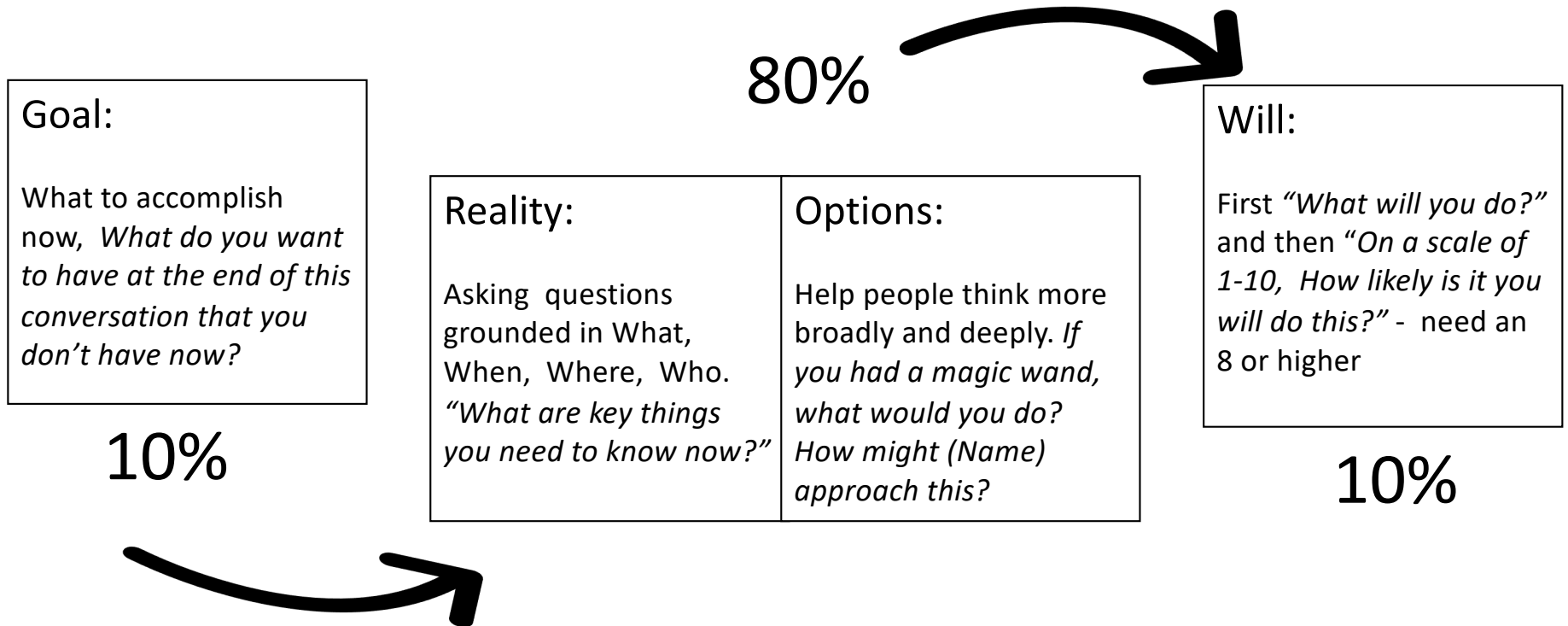
- Help to integrate new **awareness** into worldview
- Help design goals, actions and accountability measures
- Help consider what and how to move forward

(adapted from International Coaching Federation, 2020)

# Just Listen

- What 3 words best describe you and why?
- How are those qualities/traits impact how you approach your role at work?

# GROW Model: Non-Directive Coaching



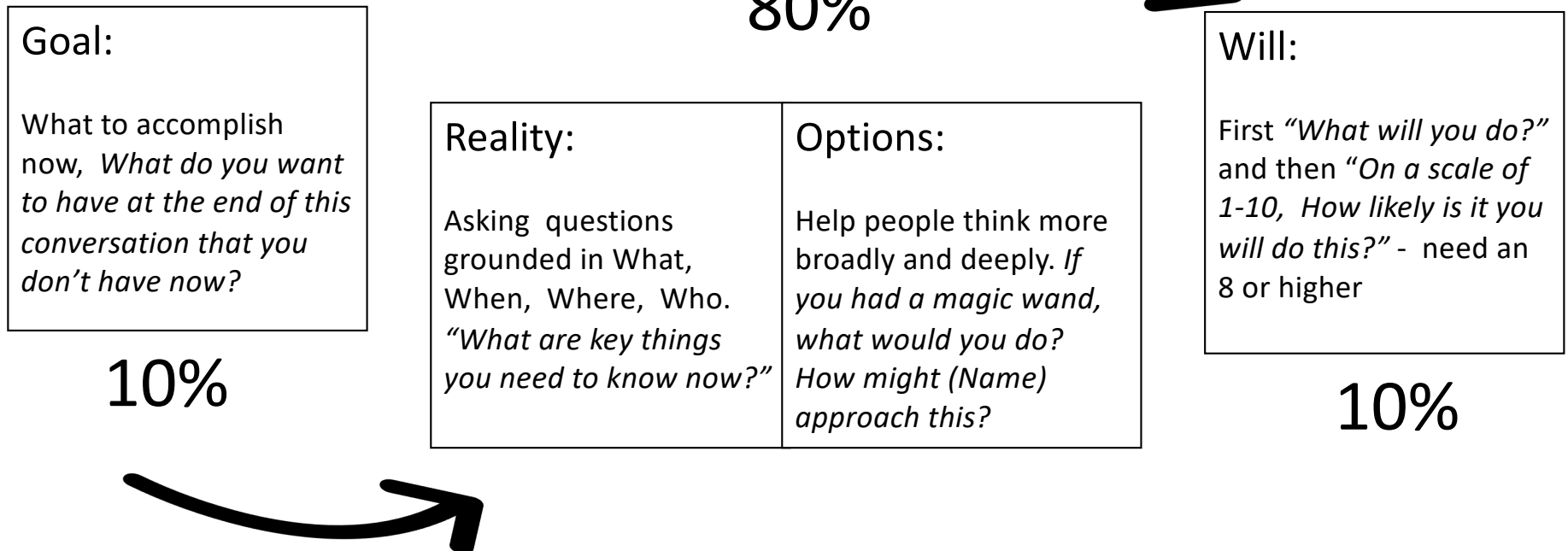
(Sir John Whitmore, *Coaching for Performance*, 5<sup>th</sup> Edition, 2017;  
Herminia Ibarra & Anne Scoular, *Leader as Coach*, HBR, 2019)

# Agreement: What's the goal?

Focus/objective for conversation

- What's on your mind?
- What's most important about that to you?
- What do you want to get out of this conversation to make it worth while for you?
- Anything else that you think might be important . . . ?

# Practice GROW Model: Non-Directive Coaching



(Sir John Whitmore, *Coaching for Performance*, 5<sup>th</sup> Edition, 2017;  
Herminia Ibarra & Anne Scoular, *Leader as Coach*, HBR, 2019)

# Day 1: Insights & Next Actions

- Questions
- How will you begin applying a coaching mindset and approach?
- Before June 18 read the Handout
- Recommend:
  - Practice with a coaching buddy
  - *The Coaching Habit*
  - *Coaching for Performance 5<sup>th</sup> Ed.*
  - *Co-Active Coaching 4<sup>th</sup> ed.*

# Thank You



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