

Developing People: Fundamental Workplace Coaching Skills

Part 2

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June 18, 2021

9:00 am – 10:30 am

What energy or emotion best describes you right now?

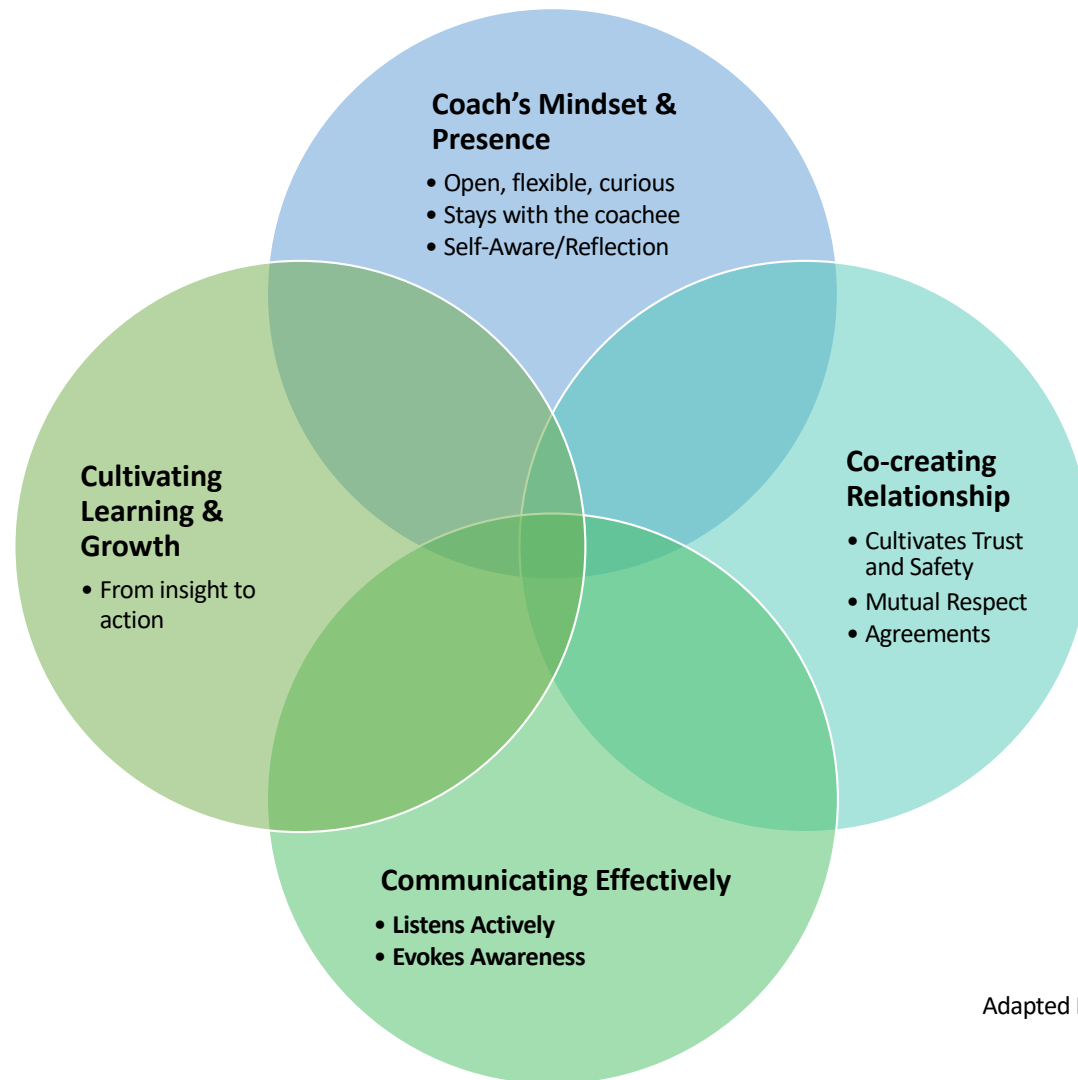
Put your response in the chat

Check in

- How have you applied your takeaways from June 4th?
And what did you discover?
- What did you learn while reading the handout?

Discuss in your small group and be prepared to share the themes from your group

Fundamental Coaching Competencies



Adapted ICF Competencies, 2020

Listens Actively

Focusing completely on what the person is saying and is not saying, understanding the meaning of what is said in the context of the person's desires, and supporting their self-expression.

International Coaching Federation

Great Listeners

- Talk less and give the person time to think
- Customize questions and observation based on what they learn about the person and their situation
- Cultivate dialog
- Pay attention to the person's language tone, pace, emotions, perception of the world
- Make it a positive, self-esteem building experience

Goal

Focus/objective for conversation

- What's on your mind? (Topic & Accomplish)
- 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 . . . ?

What's on your mind?

I'm not happy with how my team meeting went this week.

What does "not happy with" mean?

I'm getting the same lack of input from them like 3 months ago.

From the way you said that it sounds like you're frustrated.

Yes. I. Am. And disappointed after making some progress. Now I'm not sure what would make a difference.

We have 10 minutes now, what would you like to have at the end of our conversation?

I need suggestions about what do now, so that when we meet next week there is more engagement.

Ok- before we get to specifics, if people were more engaged how else would that help?

We'd be more effective and efficient as team. I'd be able to focus on what I need to do and not wasting my time.

Feeling like your time is not wasted and being an effective and efficient team are both important, I'm I tracking with you?

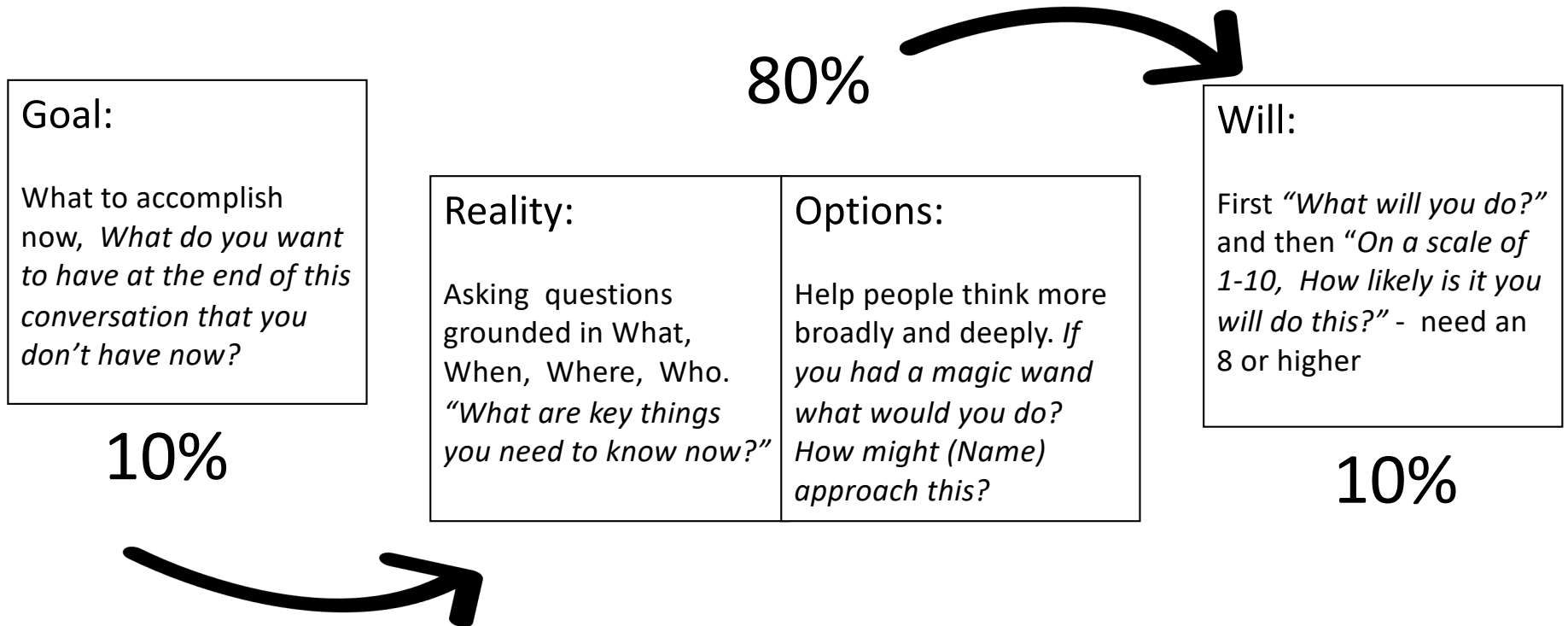
Yep. If I can get some people re-engaged, giving input then I'll be able to better use my time and talents.

Anything else put out there before we get to the specifics?

No.

Ok you'd identified two things, not wasting your time and an engaged, effective, efficient team, which do you want to start with?

GROW Model: Non-Directive Coaching



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

Evoke Awareness Skill: Powerful Questioning

- Reveal the information needed for maximum benefit to the coaching relationship and your coachee
- Not an interrogation
- What's a question you've been asked that made you stop to think?

Keep your eye on the ball

- Are you watching the ball?
- Why are you not watching the ball?
- Which way is the ball spinning?
- How far away is your opponent when you see the ball spinning?
- What do you notice about how your opponent hits the ball?
- What happens when the ball bounces?

Reality

Context

- What's the present situation?
- How important is this to you?
- What impact is this having on you?
- On a scale of 1-10, and if an ideal situation is 10, what number are you at now?
- What is your main concern here?
- Who else is involved?
- How much control do you have on the outcome?
- What internal resistance do you have?
- What resources/support do you have?

Options

Maximizing choices, possibilities: sorting choices- benefits/costs, need/capacity

- “Sidestep censorship of the rational mind”
- What could you do?
- What would “so-and-so” do?
- What if?
- What else?
- Which of these do you prefer?
- I have some experience in this area would it help if I offered a suggestion?

Powerful Questions: My Top 12

1. What would you like to focus on in our time together?
2. What else?
3. What at the heart of the issue for you?
4. What of you did know the answer?
5. How could this be easier?
6. What's interfering with you accomplishing. . . ?
7. What bubbling up for you?
8. What is the heaviest/most difficult/complex part of this for you?
9. Think of 3-4 people whose perspective you value? What would each say?
10. What's the longest stretch you could make?
11. What non-truths might your inner critic be telling you?
12. How will you move forward?

Day 2: Insights & Next Your Actions

- Questions
- What are you taking away and how will you apply it?

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Thank You



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