

Powerful Coaching

Audience: All company managers

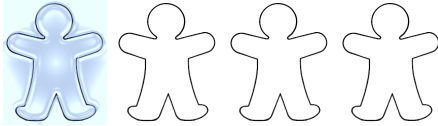
Learning objectives:

- Managers can explain how coaching in a management setting is different from managing tasks or solving problems
- Managers will walk away with tools to immediately implement with their teams to model strong coaching
- Managers can select and differentiate between powerful questions and non-powerful questions they might ask their direct reports

On-screen	Voiceover
Intro Slide	
[Opening video: coaching well, coaching poorly.]	
Erika and Elizabeth? <i>Need to film and edit</i>	
	As managers we have been taught to solve problems and make decisions. That's why sometimes we have a tendency to rush in and try to fix things. But we often fail to take the time to help our teams and others to solve problems themselves. In this course, we'll talk about the skills a leader uses to be a skillful coach.
(Add visuals to match stats from voiceover)	
Why are you taking this course?	You're participating in this program because, hopefully, you'd like to become an even better leader. Coaching is an important aspect of leading.
What's in it for your team :	Did you know?
☐ more engaged ☐ more productive ☐ deliver better service. ☐ improved job performance ☐ overcome challenges ☐ reach aspirational goals ☐ build self-confidence	According to a study conducted by Gallop: A whopping 70% of employees are not engaged at work. This is a big problem! Engaged employees are more efficient and more productive, and are less likely to leave the company, all of which saves time, effort, and money.
What's in it for you :	Did you know?
☐ enhance your communication and listening skills ☐ add value to your career	

□ sharpen social awareness and social management skills □ build your emotional quotient	Managers account for 70% of the difference in employee engagement scores across teams. Do you it is a coincidence that these numbers are the same? It's not. Research shows that effective coaches are better at retaining associates by a wide margin: 60% of employees who report to a bad coach are thinking about leaving their company, while only 22% of employees who report to a great coach are considering a job change. Which means that there is potential that our associates are spending time and brain power on finding a new job instead of completing the one they have now. Have you been wondering how you were going to meet your team production goals? I think we just uncovered the solution. Coaching not only helps to create engagement in their work, it also helps to build the relationship you have with them. It is one of the top characteristics people refer to when talking about a great leader. Honing your coaching skills will help you create a highly engaged, high performing team. And this is what is needed to help drive the success of our associates, our company and you.
What outcomes can coaching drive? □ Performance □ Development □ Career progression □ Problem solving and decision making, and □ Driving change	Good coaching can influence several outcomes within your team, including: a. Performance b. Development c. Career progression d. Problem solving and decision making, and e. Driving change
Only 25% of employees strongly agreed that their manager provided meaningful feedback, and only 21% strongly agreed that their performance was managed in a way that motivated them to do outstanding work.	Let's turn to the Gallop study to see how coaching impacts these things. In their research on how managers excel, Gallup found that only about one in four

Can we add a visual that shows four outlines of people, with one being a different color, and then show less than one of the four in a different color to illustrate the 21% mentioned here? (gingerbread man shape for illustration purposes only.)



employees "strongly agree" that their manager provides meaningful feedback to them -- or that the feedback they receive helps them do better work. Even more alarming is that a mere 21% of employees strongly agree that their performance is managed in a way that motivates them to do outstanding work.

Great managers:

- Motivate every employee
- Compelling mission and vision.
- Drive outcomes
- Overcome adversity and resistance
- Create a culture of clear accountability.
- Build relationships
 - Trust
 - Dialogue
 - Transparency
- Make decisions based on productivity, not politics

(Use arrows to call out first and fourth.)

Eliz: add sources at the bottom of slides

Another study from Gallup that looked at more than 80,000 managers found that the most successful ones exhibit the following behaviors:

- They motivate every single employee to take action and engage employees with a compelling mission and vision.
- They have the assertiveness to drive outcomes and the ability to overcome adversity and resistance.
- They create a culture of clear accountability.
- They build relationships that create trust, open dialogue, and full transparency.
- They make decisions based on productivity, not politics.

Let's dig in to how Skillful Coaching will help you with all of these goals, but specifically with building relationships and motivating your employees to take action in a way that is meaningful and effective.

What is coaching? What isn't it?

Eliz: image of great coach? Phil Jackson from the Chicago Bulls? And/or John Wooden, Lou Holtz, and Pat Summitt.

Think about a great coach you've had in your life. This could be an actual coach, like on a sports team, or a professional mentor or manager who has served as a coach for you.

Coaching is:

- active listening

What made them the best coach?

• asking powerful questions • giving feedback • assisting with goal setting • showing empathy • letting the coachee arrive at their own solution • recognizing and pointing out strengths • providing structure • encouraging a solution-focused approach	I would bet these qualities come to mind: 1. They were great listeners, 2. Truly cared and supported you, 3. helped you stay accountable, 4. leveraged your strengths and helped you build them 5. gave you helpful feedback, and 6. provided structure in helping you reach your goals.
<u>Coaching is not:</u> • having all the answers • quickly giving advice to reach a solution • asking yes/no questions • giving compliments that you don't mean • approaching the situation from your perspective • a one-off conversation • distracted listening, especially during important conversations	And one of the things they probably taught you was how to solve the issues that came your way and how to best think for yourself. They most likely didn't give you all the answers or jump in with you. Think about it, coaches stay on the sidelines instead of running on the field when something goes wrong. They help when reviewing game tapes, and offer suggestions on how to get better, albeit some coaches may do so louder than others. Take a look at these lists and think about which of these behaviors you exhibit most often. Reflect on whether you do these things all the time, or if you find some harder to demonstrate when times are tough.
[Insert a slide where participants self-identify which behaviors they're engaging in currently from the above list.]	Goal: pinpoint their strengths and opportunities 1. Provide constructive feedback 2. Ask questions instead of giving answers 3. Actively listen 4. Understand career goals 5. Have your associates back 6. Manage up 7. Etc.
The most powerfully motivating condition people experience at work is making progress at something that is personally meaningful. The most important thing you can do every day is to help your team members experience progress at meaningful work.	Being a skillful coach helps you demonstrate these behaviors which builds trust, loyalty, and long lasting relationships. You get to learn about your direct reports and what motivates them best. And we know that motivated employees will help us to meet and exceed our team goals.

Let's look more closely at the skills that will help anchor you as you continue to hone your coaching skills.

Active listening

Images/illustrations of two people talking.

Take a few moments to read this article about active listening. Ask yourself if you're already a great active listener, or if you could improve using any of the suggestions mentioned.

(Reference [HBR article](#))

(Animations of "right, yeah" appear on screen as voiceover reaches those points)

Consider these two scenarios.

In one, you're speaking to a friend about something important. Your friend has a lot on their mind. You can tell from their eye contact and body language that they're somewhat listening to you, but their mind is wandering. They nod and say, "right, yeah," while you're speaking. Their phone buzzes a few times, interrupting the conversation. They look at their watch more than once.

Later, you speak to another friend about the same issue. This person is fully focused on you and the conversation, leans in, and listens. They ask clarifying questions in order to understand your perspective fully, and you can tell they have an open mind and an open heart as you share. They are patient and interested, and the conversation leaves you feeling heard and valued.

The ideal scenario here should be pretty clear: the second friend was a much better active listener than the first. But as easy as it sounds, listening is a skill that takes practice and work.

Ask, don't tell

Questions, not answers, are the tools of coaching.

POWERFUL QUESTIONS

Simple enough to say, but sometimes hard to do. What does active listening even look like? How can you show that you are listening?

Eye contact – making eye contact with someone while they are speaking is a direct way of showing you are listening.

Body language – nodding your head or leaning in can be a sign of listening.

Now these two may be a bit challenging in a virtual or remote world, but you can overcome this challenge by adding video to your calls and meetings if you don't already. You will be amazed by the impact video can have.

Silence your inner voice – there are times where we are not actively listening and instead preparing our response to the person talking to us. Try to quiet that voice either by simply reminding yourself to listen, or lightly bite your tongue.

Paraphrase – Summarize what you heard the other person saying in your own words. Remember paraphrasing is not parroting. You don't want to simply repeat what you heard them say.

Ask questions— as a leader, your job is not to have all the right answers, but to help people find their own answers. Asking powerful questions is a key tool of coaching. Your path is not your employee's path. The goal is having the right question, not the right answer

You are probably familiar with and use closed-ended questions and open-ended questions. Each have their place in coaching, but I want to push this even further to talk about powerful questions.

Powerful questions

What do you think about working from home more often?

Would you mind working from home more often?"

Powerful questions come from a truly curious place. Here are some examples:

What challenges are you facing?

Closed-ended questions can be answered with "Yes" or "No," or they have a limited set of possible answers, like "Would you mind working from home more often?"

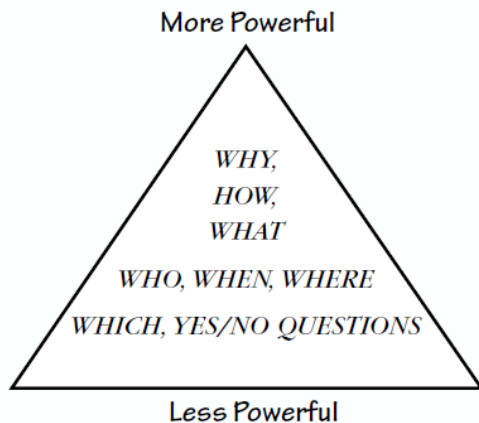
An open-ended question allows for free-form answers. An example is "What do you think about working from home more often?"

Neither of the above examples, though, are a powerful question. **Powerful questions**

What matters to you right now?
What's on your mind today?
What opportunities are you seeing?
What are you trying to achieve?
What have you tried?
What options do you have?

Asking powerful questions helps uncover what's really important, then enable others to tap into their own knowledge and expertise.

Remember: you don't have to have all the answers.



are open ended and empower the person responding to choose the direction they take. They create possibilities and encourage discovery, deeper understanding, and new insights. They are curious and non-judgmental as they seek to further learning and connection.

What Makes a Question Powerful?

In a wonderfully evocative description, Fran Peavey, a pioneer in the use of strategic questions, observes:

“Questions can be like a lever you use to pry open the stuck lid on a paint can. . . . If we have a short lever, we can only just crack open the lid on the can. But if we have a longer lever, or a more dynamic question, we can open that can up much wider and really stir things up. . . . If the right question is applied, and it digs deep enough, then we can stir up all the creative solutions.” So, a powerful question:

- generates curiosity in the listener
- stimulates reflective conversation
- is thought-provoking
- surfaces underlying assumptions
- invites creativity and new possibilities
- generates energy and forward movement
- channels attention and focuses inquiry
- stays with participants
- touches a deep meaning
- evokes more questions

“How would working at home benefit you and/or hinder you in completing your work?”

Take a moment to reflect on the last few conversations you had with someone you manage, or someone on your team, as you spoke with them about a project they were working on, their career, or something they needed help with.

Ask yourself:

What closed-ended questions did you ask?
What open-ended questions did you ask?
How many powerful questions did you ask?
Were you trying to lead them to a particular answer? Did you give specific advice? Did you offer ideas or suggestions?

These actions may be warranted in some scenarios, but as you strive to become a better coach, remember that great coaches inquire. Asking powerful questions helps uncover what's really important, then enables others to tap into their own knowledge and expertise.

Exercise:

Select the questions below that are powerful questions.

(Next page displays the score)

Examples:

1. What's standing in your way?
2. Can you tell me more?
3. What will happen if you don't take this step?
4. What does success look like in this situation?
5. What have you done to try to solve the problem so far?
6. What type of help do you need most right now?

Resources

- Impact Message Model
- Development Planning
- Goal Setting and Tracking

So far we've talked a lot about listening and *not* having the answers in an effort to guide and support your team as they uncover the answers and the path forward themselves. But not having all the answers doesn't mean not providing any guidance.

Conversations that address behavior and performance are necessary if the organization is going to meet its goals and continue to achieve great results. These conversations are MUCH more successful when the relationship is built on trust and support, so that should be your first priority. In order to set your associates up for

	success, here are a few resources that can help as you coach them.
Impact Message Model Acknowledge the behavior or situation Recognize the impact Discuss the desired outcome Get a commitment to the outcome (Questions appear on screen as voice reads them)	The first is the Impact Message Model. You learned about this in the “Let’s Talk Managers” course, but as a refresher, the Impact Message Model helps someone understand how their behavior is impacting the organization’s mission. You can review the Impact Message Model in myPlace. Using the Impact Message Model for coaching may look a bit different from using it to provide feedback and holding a difficult conversation. You still want to follow the steps, but use questions instead. Example: Acknowledge: What is important for you to talk about today? Impact: What would happen if we didn’t address this or do something about it? Desired Outcome: What would you like to see come from this? What would success look like? Commitment: We have talked about some initial actions you can take, are these actions something that you can and want to commit to at this time? If not, what is getting in the way?
Animate the text. Cartoon people?	With the previous example you coached someone to a business outcome. Coaching though can be used for many reasons. If you are coaching for career conversations, it can be helpful to leverage tools like the career development plan to develop, work toward and achieve specific career goals. Combining powerful questions and the Impact Message Model can help you and your associate have really thoughtful but actionable conversations. Here’s an example. Acknowledge: What is important for you to talk about when it comes to your career

development? What are some skills you'd like to build on or develop?
Impact: What would happen if there was no change? What would happen if we adjusted your responsibilities without adjusting your position?
Desired Outcome: It sounds like you'd like to move into position with more project management. What are some specific changes you'd like to see in your career?
Commitment: We have talked about some actions you can take based on your career goals; what help will you need and from whom? What barriers will you likely face?

Show them career development plans in myPlace.

Creating career development plans with your team can create excellent coaching opportunities! These conversations lend themselves to powerful questions about what the associate should be accountable for, what they want to learn, and where they want to go. Together, you can identify formal and informal experiences that may assist them in achieving their goals.

Remember, you can find more information, samples, and templates for creating career development plans in myPlace.

Goal setting and tracking

- Ask powerful questions
- Encourage problem solving
- Clarify possible goals
- Emphasize the value of the journey
- Give constructive feedback
- Encourage introspection

Successful coaches use goal-setting conversations to clarify goals but not to set them for their associates. You can also use these conversations to emphasize the value of the process, give helpful feedback, and encourage the associate to reflect on what motivates them and where they'd like to go from here, and follow up on progress with Contribution Reviews. Again, you can follow the Impact Message Model framework. Here's an example:

Acknowledge: What goal would you like to focus on or work toward? What is contributing to the success of you reaching this goal? What's standing in the way?

Impact: When you achieve your goal, what will the impact be on our team? What about the organization?
Desired Outcome: What part of this goal can be measured? How will you know when you've been successful?
Commitment: What actions should you take to achieve this goal? What actions can I take to help you achieve this goal? What should our timeline be?

Conclusion

Effective coaching can have a profound impact on not only the lives of your teammates, but on the entire company. Becoming a skillful coach takes patience and empathy. But it's worth it. Not only will your team be more capable and better retained, but you'll grow too, as teaching is one of the most effective ways to learn.

Remember: effective coaches are more successful at engaging their associates and encouraging associate retention. Additionally, great coaches are seen as better managers overall, so it's a win for your team as well as for your career to master these coaching skills. Challenge yourself to ask more powerful questions and be an even better active listener, and you'll be well on your way to being an excellent coach.

Opening video / Course Introduction

(WebEx meeting begins)

Erika: Hey, Elizabeth!

Elizabeth: Hey there!

Erika: How's it going? What's up today?

Elizabeth: Oh, pretty good. I'm trying to figure out how to get the deliverables done for this project, but it seems like every time I make progress something changes and I have to go back and do it again. I'm not sure how it is going to get done.

Erika: [Phone dings – Erika looks at it] [Yells to the side] Hold on, I've got to respond to this. Sorry, Elizabeth, what were you saying?

Elizabeth: Oh, I was just saying—

Erika: Oh right right, the project. Yeah, I'd just pop something into PowerPoint and I'm sure it'll be fine.

Elizabeth: Well, the thing about that, is that I'd like to do something that addresses the true needs of the business.

Erika: Nah, I think it's going to be easier for you to just get this one done.

Elizabeth: Well, I was thinking it might be a good idea to talk to some of the other business units that may be affected. I'm not sure that we have the whole story..

Erika: Are you comfortable having all of those conversations within the timeframe we have?

Elizabeth: Well, no, but I'm really interested in—

Erika: Honestly Elizabeth, it's cool that you want to try new things, but there's just so much going on right now that we can't really focus on getting you ready for these conversations right now.

Elizabeth: Oh, ok, well maybe one day in the future we could have a conversation about using new tools, learning new things, or maybe even a group project for the team.

Erika: Yeah, maybe.

Elizabeth: Ok, well that's all I needed to talk to you about today.

Erika: Alright, cool, well thanks for working on this and I'll talk to you later! [Phone dings again] – Ugh! What do they want now???[Fade out]

(Second Video)

(One idea: as Erika articulates the powerful questions, they display on screen.)

Note: Can we mirror this after the other example? The powerful questions can still work I think.

Erika: Hey, Elizabeth!

Elizabeth: Hey Erika!

Erika: How's it going?

Elizabeth: Pretty good! I'm trying to figure out how to build this training for Allan—we keep going back and forth on the content and I'm just not sure how to move forward. I'm feeling kind of stuck.

Erika: [Totally focused on the conversation] Interesting—**can you tell me more?**

Elizabeth: Totally. I have this idea to make the training for his team really great, but I'm having trouble communicating it in a way that they're excited about too. I want to do something a little different to really engage their team, like maybe a stop-motion video.

Erika: That sounds awesome! I can definitely see how that would make sense—we have some time to build this, and this could be a great learning opportunity for you. **So what have you tried so far and what's standing in your way?**

Elizabeth: Well, I tried describing my idea, but I think this group is used to PowerPoint decks and was having trouble really conceptualizing what I meant.

Erika: Ok, that makes sense. I definitely support you going forward with this idea, but we do need their buy-in. **What other options do you think are out there?**

Elizabeth: Well, I could like 20-minutes making a super simple example for them. That might help everyone understand what this might look like.

Erika: That's a great idea! **Is there a way I can help with that?**

Elizabeth: Yes, actually, can I run it by you when I'm finished so you can give me feedback?

Erika: I'd love to! I'm looking forward to seeing it. I'm here all week except Friday.

Elizabeth: Great, I'll have it to you before then.

Erika: Sounds good. Let me know if there's anything you need while you're working on it.

Elizabeth: Will do. Thanks Erika!

Erika: Bye!