

COACHING CONVERSATIONS 101



AGENDA

- Welcome and Introductions
- Coaching Distinction
- Coaching Skills
 - Listening to Connect
 - Powerful Questioning
- Putting it all together
- Close





WHEN TO COACH-LEAD?

- **Quality:** If the quality of the results are of greatest importance, then coach-leading is best investment
- **Learning:** If learning is the major goal, coach-leading is the most effective path to learning and retention
- **Time:** If time is of primary importance, “telling” is fastest.



WHY IS COACH-LEADING WORTHWHILE?

- Organizations are changing...
 - Global competition
 - Globalization
 - Ever faster and changing technology
 - Demographic changes - diversity, equity, etc.
- All these forces require organizations to change to keep up and achieve greater performance at all levels.
- Coaching is a proven tool for building high performance organizations.



SKILL: LISTEN TO CONNECT

“To listen fully means to pay close attention to what is being said beneath the words. You listen not only to the ‘music’, but to the essence of the person speaking. You listen not only for what someone knows, but for what he or she is. Ears operate at the speed of sound, which is far slower than the speed of light the eyes take in. Generative listening is the art of developing deeper silences in yourself, so you can slow your mind’s hearing to your ears’ natural speed, and hear beneath the words to their meaning.”

- Peter Senge



SKILL: POWERFUL QUESTIONING

Types of Questions:

- **Open:** Allows you to gather more information.
 - Ask *“what”, “how”, “tell me more”, “paint me a picture”*.
- **Closed:** Gives you facts, yes/no answers.
 - Ask *“when”, “where”, “who”, “did you...?”*



CLOSING REMARKS

- Stop
- Start
- Continue



I know that you believe you understand what you think I said, but I'm not sure you realize that what you heard is not what I meant

- Pentagon Spokesman Robert McCloskey *during a press briefing about the Vietnam war*



Coaching, you see, is not telling people what to do; it is giving them a chance to examine what they are doing in light of their intention.

James Flaherty, 1999

Coaching: Evoking Excellence in Others, p. xii

