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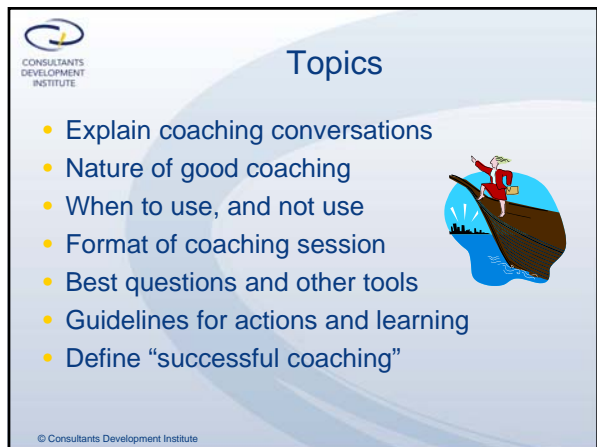
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### Context of “Coaching” in Coaching Conversations

- Personal and professional coaching
  - Carefully design process
  - Variety of tools and skills
- We use “coach” for coaching conversation
- All coaching should be “neutral”
  - Questions to learn about client
  - Client self-selects actions



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### Applications for Coaching Conversations

- Consultant use when:
  1. Client seemed troubled
  2. Maximize learning
  3. Sustain momentum
  4. Teach basic coaching
- Client might use when
  1. Delegating
  2. Sustaining momentum



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### When to Use – and Not Use – Coaching Conversations

1. Client has rapport with you
2. Client facing significant priority
3. No procedure to address it
4. Client seems open to help



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### GROW Coaching Model

- Popular, basic model
  - Goal – result that client wants
  - Reality – context around goal
  - Options – possible solutions
  - Will – client's will to act
- Different perspectives
  - O: obstacles
  - W: way forward



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### Value of Questions in Coaching

- People feel honored, listened to
- Stronger bonds
- Ownership of project
- Commitment to actions
- Authenticity



- Note: not all cultures value questions

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### Pause for Reflection

What might you need to improve in your coaching skills?

How might you initiate coaching where it's most needed?

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### Types of Useful Questions

- Focused on client, not on problem
- Cause reflect, reframe and learn
- Not answered “yes” or “no”
- More than one “answer”
- Move to actions and reflection
- Focused on present and future
- (Don’t have to know about other person)



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### Paraphrasing and Reframing

- Paraphrase
  - Summarizing
  - Your own words
- Reframe, shift from:
  - Passive to active
  - Future to past
  - From others to self



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### Benefits of Taking Action

- Creates experiences for learning
- Verifies assumptions and plans
- Helps clients cultivate courage
- “Shakes loose” sticky problems
- Ensures accountability



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 **Criteria for Useful Actions**

- Result of coaching
- Focused on project
- Selected by client
- Relevant and realistic
- Within influence of client
- Produces learning



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 **Examples of Poor Actions**

- “I’ll think about that ...
- “Maybe talk to my boss ...
- “Have to deal with that ...
- “Good ideas! Thanks!
- “I’ll do what she did.



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 **Learning from Actions**

1. What did you expect? How come to that?
2. What actually happened? Your reaction? Think? Do? How so?
3. Effect on your situation? Better? Worse?
4. Change for the future? How decide that?
5. New insights about self? Work?
6. How will you use new learning?

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 **What is Successful Coaching?**

- Not solving clients' problems!
- Successful if you:
  1. Acted authentically
  2. Initiated in right situation
  3. Focused questions on client
  4. Did not judge your client
  5. Focused on coaching stages



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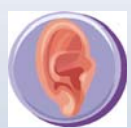
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 **Listening to Coaching Conversations to Learn More**

- Search for "GROW model" on YouTube
- Pay attention to:
  1. How coaching unfolds?
  2. How coach helps clarify goal?
  3. When client really engages?
  4. When coaching goes flat?
  5. Times of useful silence?
  6. What questions would you ask?



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 **Important Skills for Coaching**

- Know yourself
  - Your style
  - Your biases
  - Emotional intelligence
- Work with others
  - Listening
  - Being heard
  - Being authentic
  - Working with diversity



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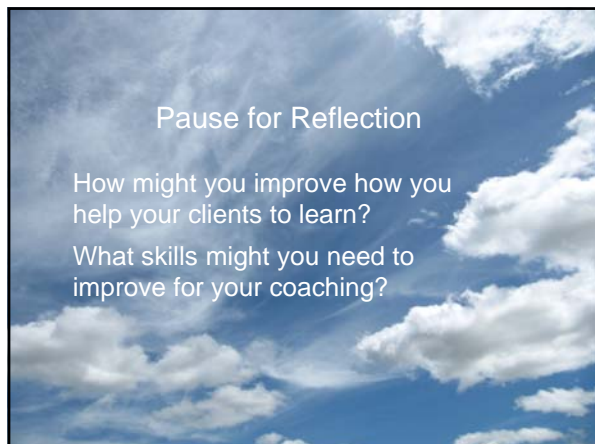
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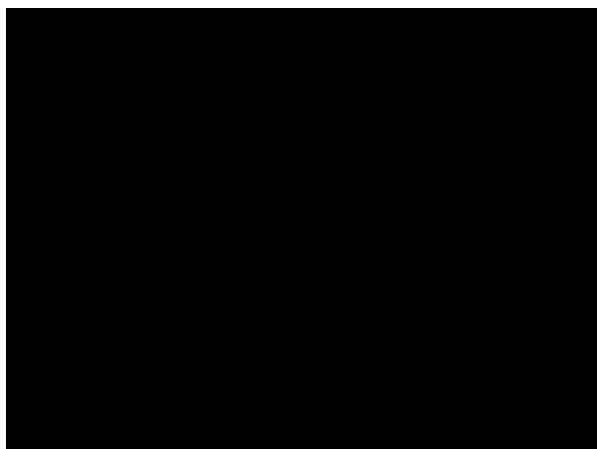
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