





COACHING SKILLS

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CONTENTS

What is coaching?	Core skills	Powerful relevant questions
Grow Model	Creating the right space, being present	Examples of effective questions
Benefits of coaching	Listening skills	Giving feedback, sharing experiences and next steps
Values and behaviours	Power of silence	Communication skills
Reflective questions	Summarise and paraphrase	

COACHING SKILLS

Have you had coaching sessions?

What worked well? List 4

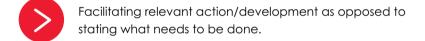
What would you consider to be ineffective interactions during coaching - list 4.

WHAT IS COACHING?

"Coaching is unlocking a person's potential to maximize their performance." Sir John Whitmore







Developmental ongoing interaction between two colleagues



Allows an individual to reflect and gain awareness of:

Who they are

What is important to them

Their strengths and challenges

Options open to them

Any action they can take to make the changes



Creates an opportunity to develop capabilities, consider goals and achieve results.

GROW MODEL

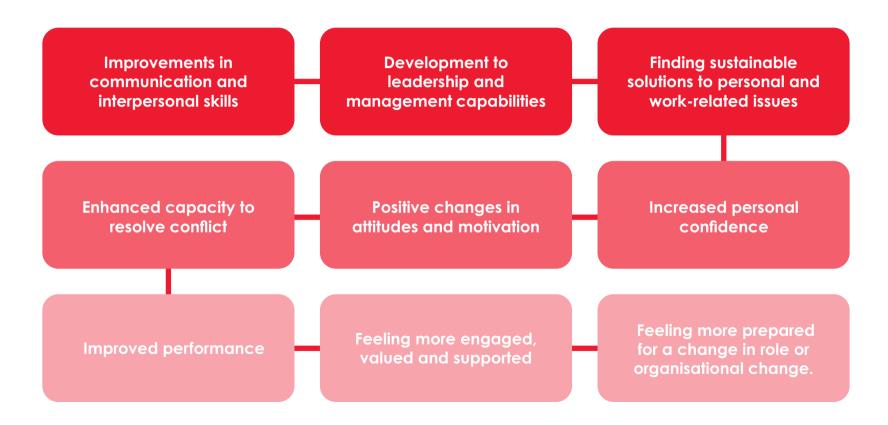
Goal

Reality

Options and Outcomes

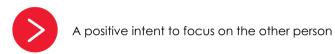
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BENEFITS OF COACHING

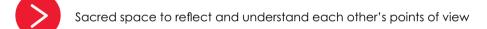


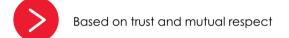
VALUES AND BEHAVIOURS

It is important to model behaviours for both parties to get the best from the interaction.













Note researchers have found that when people are in doubt or have a dilemma, they copy the actions of others, especially during a coaching session.

What would you consider to be the top four key behaviours to elicit a good coaching model?

REFLECTIVE QUESTION

How do you think that having more coaching conversations might help you in your role?

CORE SKILLS

CREATING THE RIGHT SPACE BEING PRESENT

- Before the coaching session, spend a few minutes and sit quietly. Quieten your mind of your 'to do' list
- During the conversation, remain calm, give them your undivided and focused attention
- Manage your reactions and emotions, and consider what the person is saying and feeling
- Remember the session is not about you finding a solution or making a judgement, it is about enabling the person to find their own solutions
- Avoid multi tasking

LISTENING SKILLS

"Most people do not listen with the intent to understand; they listen with the intent to reply"

You can't fake listening. It shows.



The word 'listen' contains the same letters as the word 'silent'.



Do more listening than talking; talk more about them than about you



Level 1: Awareness is on ourselves

Level 2: Focus on the other person, their words, expressions and emotions

Level 3: Listening to your intuition, trusting your senses



Offer observations, share discrepancies

POWER OF SILENCE

It will let your colleague feel listened to and therefore more likely to open up



Allow time to consider the question, to fully explore their thoughts/feelings



Steps:

- Ask the question
- Observe their body language if your colleague does not respond immediately, continue to wait as she/he may be processing the information
- After the question has been answered, pause for a few seconds to see if they have anything to add

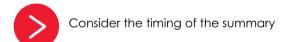
Leave a few more seconds then your usual pause – you may have asked a thought provoking question.

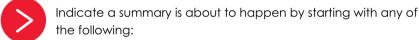
SUMMARISE AND PARAPHRASE



Paraphrase - where you literally echo their words

A summary draws out the 3-4 main themes in the conversation





- Can I check what we have covered so far?
- I believe you mentioned ...
- I wonder if I can check in with you?
- Ensure you verify the summary



Ask the person to summarise

- What would be the main highlights for you?
- If you were to pick the headlines, what would they be?

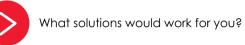
POWERFUL, RELEVANT QUESTIONS

Coaching is about supporting your colleague to focus on their issues or goals from a different perspective. This can be done by asking powerful questions and helps the colleague understand their own situation and move forward.

EXAMPLES OF EFFECTIVE QUESTIONS



- How did you?....
- Who can help?
- When do you plan to do this by?
- What are the options? Which option do you prefer?
- What would you like to be different?



- How can you develop strength in this area?
- What do you need to make this work?
- I wonder whether
- I noticed that
- I am curious, tell me more

Questions to avoid:

- Closed questions
- Leading questions
- Challenging questions
- Asking too many 'why' questions

GIVING FEEDBACK, SHARING EXPERIENCES AND NEXT STEPS

- Give feedback which serves the need of your colleagues
- Suggest any help or support
- Share stories of what has and hasn't worked for you
- End on a positive note

- Discuss next steps go through the Ws again Accountability factor
- Ask how you can help
- Consider asking for feedback
- Remember the art of generosity can trigger a feel good factor.

COMMUNICATION SKILLS



- Ask 'w' questions
- Power of silence
- Biases at play
- Listen to understand



- Rational vs Emotional
- Paraphrase and summarise
- Share stories/experiences
- Manage expectations

COMMUNICATION SKILLS

Facts and narrative

Feelings

Values and drivers

Assumptions and working beliefs

The 'bottom line' or core of an issue

The unspoken

COMMUNICATION SKILLS Make it happen **Find solutions** Own it Acknowledge reality Wait and hope "I can't" excuses

Unaware - unconscious