



COACHING SKILLS

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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

- > It's about asking questions instead of providing answers
- > Supporting colleagues instead of judging them
- > Facilitating relevant action/development as opposed to stating what needs to be done.

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

GROW MODEL

Goal

Reality

Options and Outcomes







Will

BENEFITS OF COACHING



VALUES AND BEHAVIOURS

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

-  A positive intent to focus on the other person
-  Consider their strengths, challenges and the qualities they bring
-  Sacred space to reflect and understand each other's points of view
-  Based on trust and mutual respect
-  Both are equals
-  'Confidential' 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 than 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



Consider the timing of the summary



Indicate a summary is about to happen by starting with any of the following:



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



What would you?



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?



What solutions would work for you?



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



Build rapport



Ask 'w' questions



Power of silence



Biases at play



Listen to understand



Respect their reality



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

