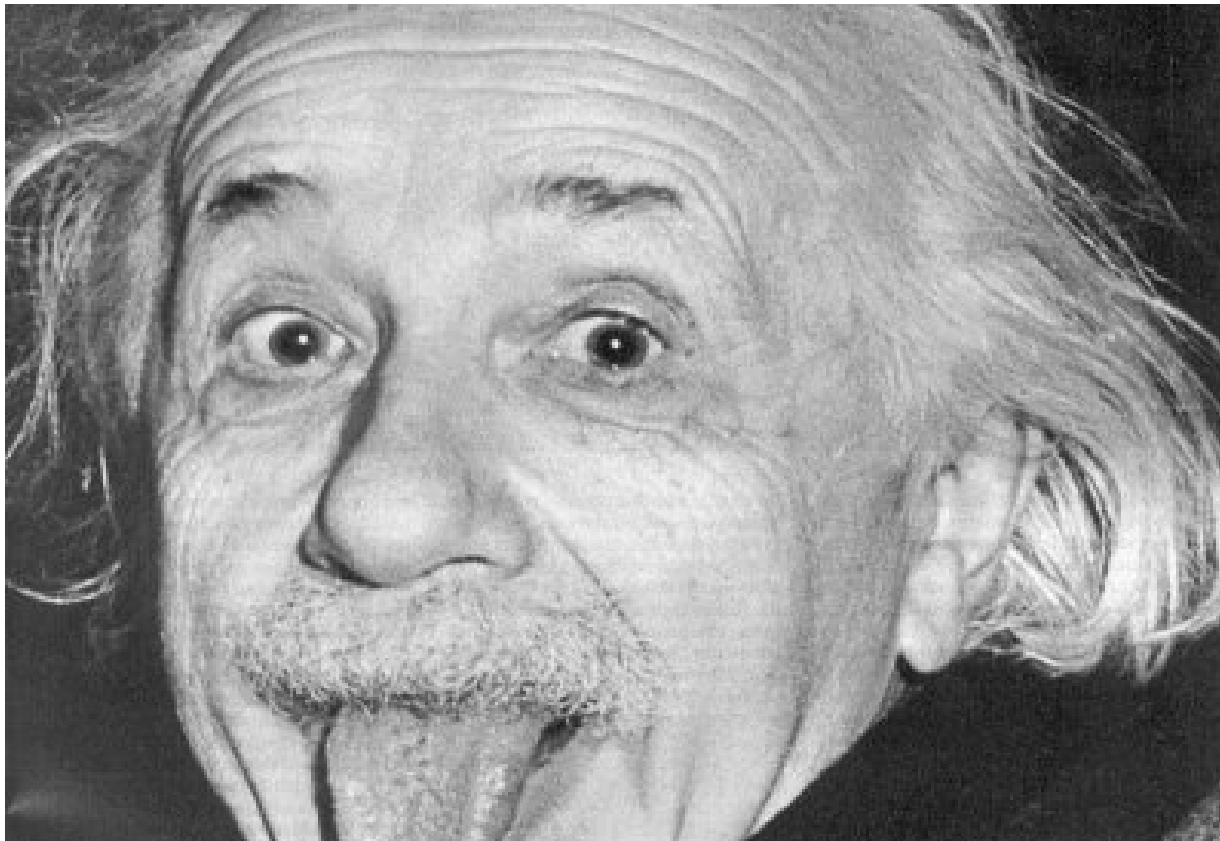


Coaching for Results

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“Insanity: Doing the same thing over and over again and expecting different results.” -Albert Einstein

Coaching for Results

- The basic question in coaching is:
“Are you getting the results you want?”
- The next question is :
“If you’re not getting what you want, what could you do to drive different results?”

Coaching is about helping people change their actions to get the results they want.

Leadership Coaching – What is it?

- Tactical
- Transitional
- Transformational

Leadership Coaching – What it is not:

- Therapy
- Prescriptions
- Schmoozing

Coaching Can Help You:

- Develop as a professional
- Generate possibilities
- Get unstuck
- Improve performance
- Take action
- Create more balance
- Master skills
- Refocus energy and attention on big picture issues
- Advance to new positions
- Become more self aware and in touch with what you want
- Identify core values
- Make decisions based on values

Reason People Come to Coaching

- What's important now?
 - What's possible?
 - What's next?

Self Assessment: Am I Ready to Lead?

- Am I fresh....or tired?
- Where am I strong....or weak?
- Where am I powerful...or vulnerable?
- Which thoughts/feelings are helpful...or harmful?
- Where do I have too much...or too little?
- Am I on the offense....or defense?
- Is my purpose clear....or fuzzy?
- What fills me...or depletes me?
- How open am Ior closed?
- What mood am I in?

What Adjustments Can I Make?

- What do you need to do to be at full strength or to be at your best?
- What will feed you most emotionally today?
- How are you checking in with yourself?
- How will you deal with challenging people?
- What does a fly on the wall see?

Getting Ready for a Day in the Office: Who walks in the room when you walk in?

The greater awareness
you have of yourself,
the greater will be your
ability to lead

Need to be aware of how
you are “showing up”

Four Dimensions:

- Physical
- Intellectual
- Emotional
- Spiritual

Physical Domain

- Where do you feel that?
- What is giving or draining your energy?
- Where are you on your sleep?
- Exercise regimen?
- Where do you have pain in your body?
- Eating habits?
- Existing medical conditions?

Intellectual Domain

- What's on your mind?
- What have you learned lately?
- What ideas do you have?
- What are you grappling with?
- What are you working on?
- What's keeping you up at night?
- What thoughts are you having about your leadership? Your organization? Your staff?

Emotional Domain

- What's your mood? Tilting up or down?
- How often do you lose your temper?
- What makes you smile? What makes you smile right now?
- Who in your life is supporting you now?
- What are you looking forward to?
- How are you feeling about that?

Spiritual Domain

- What are your sacred values?
- What matters most to you?
- What role do you play that only you can play at work?
- What is your purpose today?
- When do you feel most alive?
- How do you feel grounded?

Exercise

- Find a partner
- Choose a question from each of the four domains to ask each other and discuss
- Time Frame: 4-5 minutes per person

THE HARD WORK.....

HOW CAN SOMEONE STOP FROM DOING
SOMETHING THEY ARE IN THE HABIT OF DOING?

HOW DO WE HOLD OURSELVES ACCOUNTABLE?

SPEECH ACTIONS

Language is not only descriptive but fundamentally creative and generative.

Language is the basis for action

ASSERTION: statements that can be empirically verified to be true or false.

ASSESSMENT: Assessments are generative and creative. These are our highly personal judgments and opinions, serving to orient us toward or away from future actions or results. They are never true or false. As personal judgments, they can never be verified. They can be grounded or ungrounded.

DECLARATIONS: Invokes the possibility of what the future can look like – they are an “I will” statement. A declaration is a public statement.

REQUESTS: Asking something of you

- Committed speaker
- Committed listener
- Future Action and Conditions of Satisfaction
- Timeframe and Outcome
- Context

Possible Responses to Requests:

- Yes (agreement)
- No
- Renegotiate = Counter Offer
- Commit to commit = Defer answer until specific time in the future

OFFERS: proposing something to you

PROMISES AND AGREEMENTS:

Clear Agreements:

Establish specific agreement to the elements of the request.
OR renegotiate with a new request to gain agreement.

Make sure there is full clarity by both parties in what the expectation/agreement means.

A **wish** is a request that has never been formalized

Resentment is what happens when you fail to honor a request I never made

A **breakdown** is what happens when we think we have an agreement

A **complaint** is an issue you have when an agreement is in place

Suffering comes when a declaration is made and not followed through

Exercise

- Get into groups of three to make requests
- One person makes the request – one is the recipient, and one is the observer.
- The observer will note:
 - Committed speaker
 - Committed listener
 - Future Action and Conditions of Satisfaction
 - Timeframe and Outcome
 - Context
- Time Frame: 10 minutes

UUN

Up until now

| | Mentoring | Coaching | Counseling |
|---------------------|--|---|---|
| Duration | Ongoing relationship that can last for a long period of time | Relationship generally has a set duration and is more short term | Short term intervention but can last for long periods of time |
| Structure | Informal; meetings take place if and when mentee needs guidance, advice, support | Generally more structured; meetings scheduled on a regular basis | Most structured; meetings scheduled regularly |
| Focus | Broad focus on the mentee, his/her career development, and individual growth | Narrow focus on issues that relate to job performance | Broad focus and greater depth on personal issues and problems as they impact job performance |
| Relationship | is usually a more experienced and qualified colleague who can pass on knowledge and experience. | Coach does not necessarily have direct experience with client's formal occupational role. | Counselor is skilled interventionist with specific credentials. |
| Agenda | Often not specific. Agenda is set by mentee, with the mentor providing support and guidance to prepare him/her for future roles; mentor is facilitator and teacher that allows the mentor to discover his/her own direction. | Agenda is focused on achieving specific, immediate goals; aim is to reinforce or change skills and behaviors. | Agenda is agreed upon by individual and the counselor, focusing on leading client toward self- directed actions to achieve his/her goals. |
| Arena | Help mentees with broader life and career issues | Improve clients' knowledge, skills and abilities to better perform tasks | Help clients address underlying psycho-social issues that impact job performance |

Putting Ourselves in the Place of Greatest Potential

- Think about.....
 - Times in your life that you've felt most passionate
 - Times in your life that you've felt most fulfilled
 - Times when you've felt your life has had the most meaning
 - Times when you've felt most aligned
 - Times when you've experienced ease, flow or synchronicity

Walking Exercise

Find a partner

Walk in silence with thoughts of an issue they are working on

Partner observes for three minutes and then joins partner for three minutes

Switch roles

What did you each observe?

What did you learn about supporting your partner in this exercise?

Questions That Provoke Shifts in Thinking

SHIFT HAPPENS

- What is working about this situation?
- What is not working?
- What could you do about it?
- What do you really want?
- What would that do for you?
- What do you need to start doing or stop doing to get better results?
- What could be working better?
- What do you need?
- What would it take to get you what you needed?

**MOVING FROM THE
DANCE FLOOR TO THE
BALCONY**

Questions....

- What will you commit to do to get what you want?
- What has made a difference up until now?
- What can you let go of?
- What is out there that you have not tried?
- For the sake of what?
- What would it look like if it were working well?
- What would be the best use of your time right now?
- Who else have you spoken to about this?

Questions...

- What kind of conversation do you need to have and with whom?
- What would it feel like to share?
- What would it feel like for you to show up differently?
- What items do you find yourself procrastinating most about?
- What do you notice about your body when you feel that way?

Journaling Exercise

- Pick two questions and write about them now
- Time Frame: five minutes

Coaching for Action: A Quick Path to Change

- DATA: what are the facts about what's happening?
- JUDGEMENTS: What do the facts mean to you; how do they affect you?
- FEELINGS: How do you feel about what happened or what is going on?
- WANTS: What do you want next?
- WILLINGNESS: What are you willing to do to change the situation or create a new one? When are you going to do this?

– Developed by Alan Gilburg and Martha Spice

Strategic Planning Checklist

(Items to be evaluated for action and calendaring on a weekly basis)

1. What is important for me to do this week?
2. What issues need to be planned for or acted on?
3. Am I acting in concert with my values?
4. What family member/friend/colleague/employee shall I connect with this week?
5. What birthday or special occasion do I need to plan for?

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Where do you want to go from here?

“We see the world not as it is, but as we are”

--Albert Einstein

“Even if you’re on the right track, you’ll get run over if you just sit there”

-- Will Rogers