

Coaching Fundamentals



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Welcome

The Power of Coaching

Coaching outcomes

Improvements in:

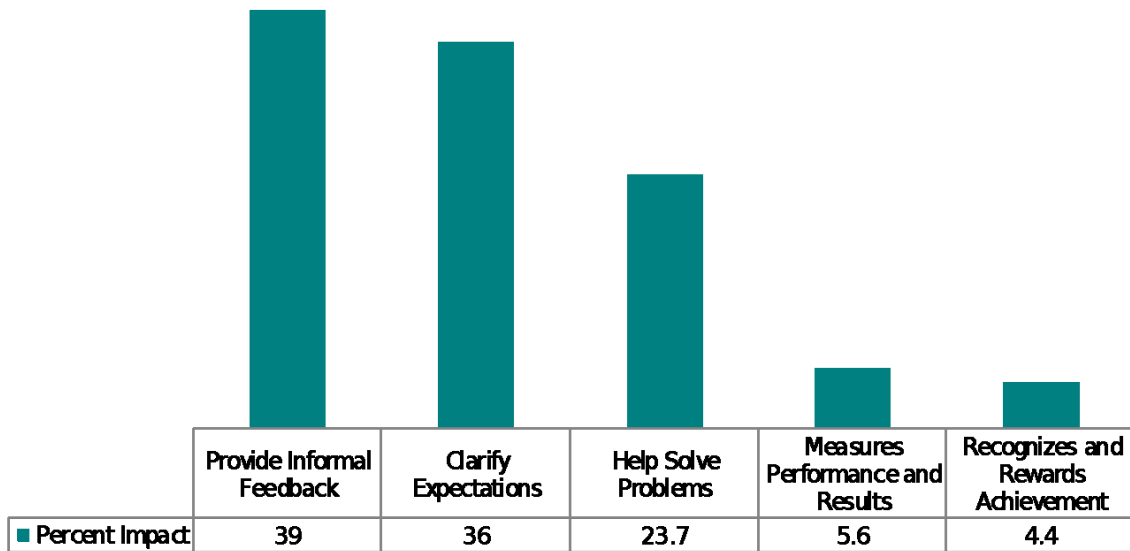


**21%
increased
revenue**

**29%
increased
ability to hit
revenue
targets**

**700% ROI
for
coaching**

How you can drive high performance



Notes

Source: CEB analyses

n = 19,187

Performance provided by company data; behaviors measured by managers and employees; SEM to make linkages

Building authentic relationships

Emotional Bank Account

Every interaction you have with your employee is an opportunity to make a **deposit or withdrawal**



What gets in the way?



Ongoing conversations (coaching and feedback) are essential for driving high performance and building relationships with employees... so what gets in the way?

Does any of this sound familiar?

"I want to give feedback, but **I'm afraid how my direct report will react.**"

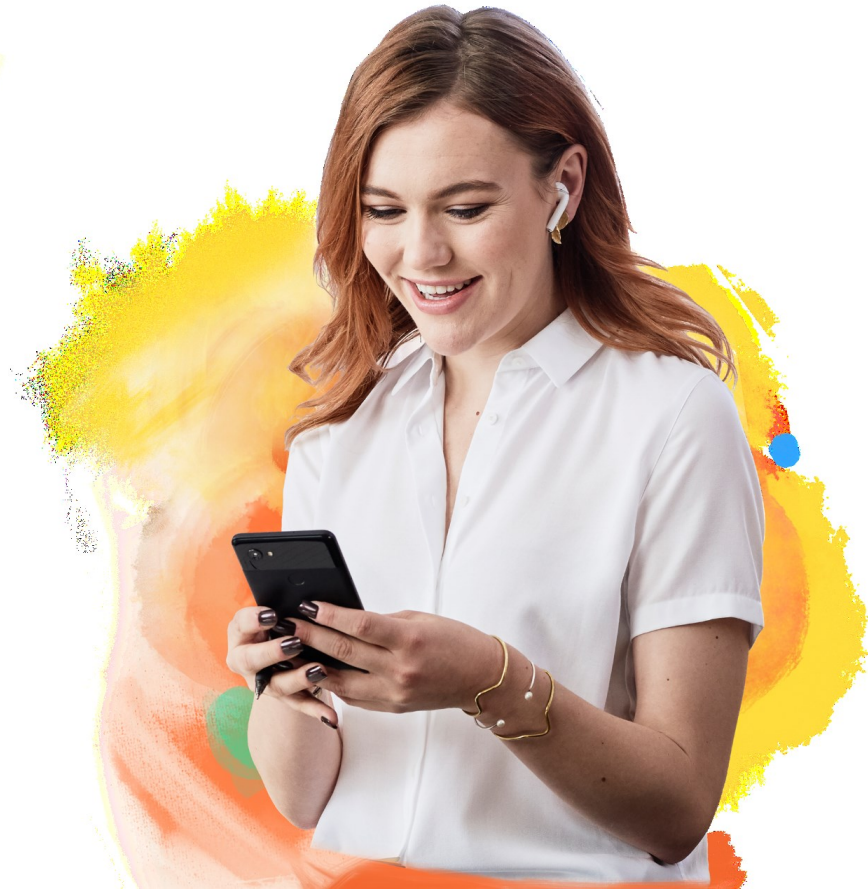
"I can't find the time to sit down and have an hour-long coaching conversation with me team members."

"I don't like to give too much praise - they really need to do something special to earn it."

"I think I'm being clear...**why don't my team members understand the expectations?**"

You CAN drive high performance

- Get to know your people as individuals
- Set clear expectations
- Offer guidance and support
- Ask good questions and listen
- Provide timely and constructive feedback
- Help your people solve problems
- Show appreciation



What is Coaching?

Let's Discuss

How would you define coaching?

Coaching myths



It's a lot of touchy-feely stuff



Coaching is for people who have something wrong with them



Coaching is about giving advice

Performance coaching

“...ongoing and dynamic series of job-embedded interactions designed to improve and correct or reinforce behaviors, specific to the individual.” –CEB (2015)

Examples

- **Athletic Coach**
- **Manager**
- **Music Teacher**
- **Consultant**

Let's clarify...



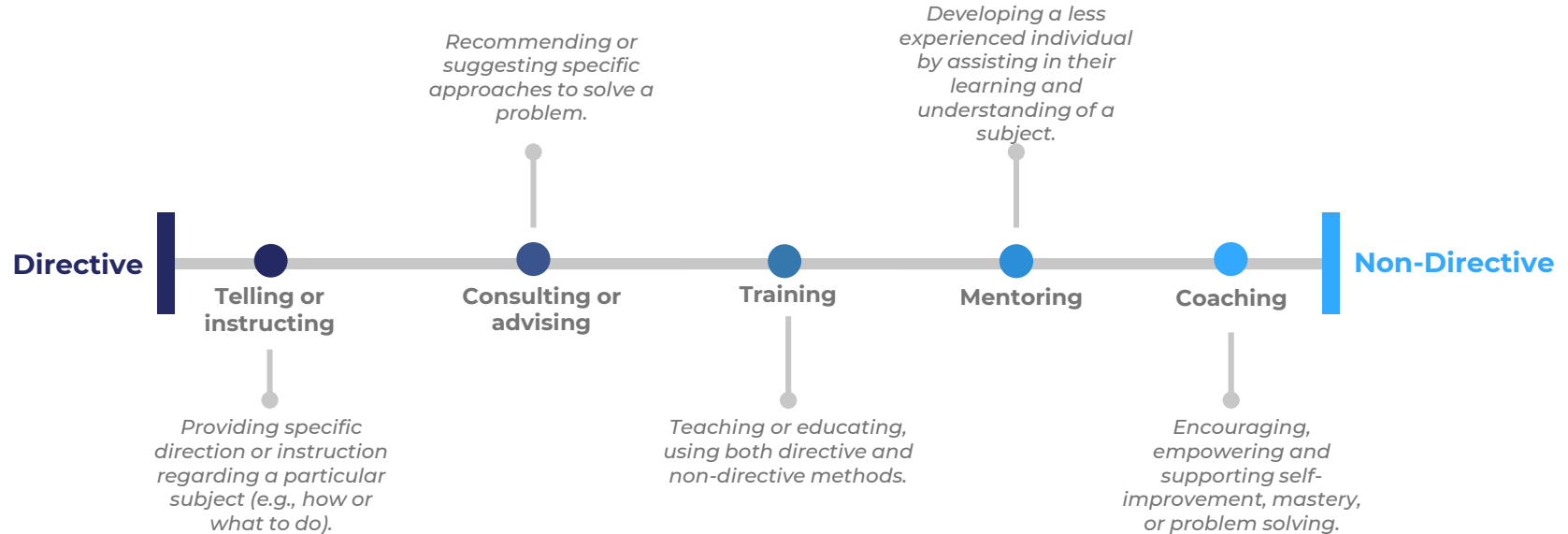
- ✓ A process that enables learning, development, and problem solving
- ✓ Helping someone to work towards their goals
- ✓ About asking questions, listening, and creating agreed-upon outcomes
- ✓ A two-sided conversation
- ✓ For people motivated to improve or develop



Coaching is NOT

- ✗ Reprimanding someone or “fixing” them
- ✗ Telling someone what to do in order to meet their goals
- ✗ Being an expert or consultant that has all the answers
- ✗ Solving their problems
- ✗ Just about giving feedback and advice
- ✗ Therapy
- ✗ For people who lack the will to change

Range of conversations



The *right* approach is the one that suits the situation and the team member's needs

Why coaching?

What are the benefits to having good coaching conversations?

To the individual?

To the organization?

Coaching conversations cultivate trust

Building strong relationships also:

- Encourages creativity and risk-taking
- Empowers people to solve problems
- Generates commitment to action
- Supports personal growth
- Drives high performance



Coaching Fundamentals

Coaching with (

Why should we use a coach

GROW Model - what is it?

- Structured but not direct
- Coaching strategy → In

4 Stages of GROW

- **G**oal
- **R**eality
- **O**ptions
- **W**rap up



Coaching with GROW

1

GOAL

- What do you want to achieve
- What is the idea?
- What are your objectives?

2

REALITY

- Where are you now?
- What is your reality?
- Ask for self-assessment

3

OPTIONS

- What can you do to bridge the gap?
- What are the options?
- Who can help you?
- What do you need?
- BRAINSTORM

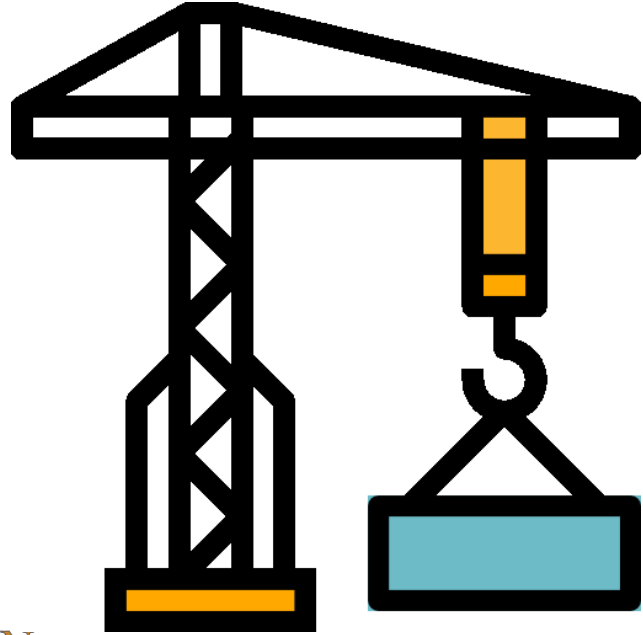
4

WILL / WRAP-UP

- What are the actions?
- What can you commit to doing ?
- Commit to actions; determine timing and action plan

Coaching is about helping each individual discover they are resourceful, creative, and perfectly capable of achieving their goals.

Foundational coaching skills



1

Listen to Understand

Not talking; carefully listening to your colleague without judgment, and not thinking about what you want to say next. Being able to reflect back in order to summarize or clarify

2

Ask Powerful Questions

Asking an open-ended question to help your colleague figure something out for him/herself

3

Drive Action

Close the conversation with agreement on next steps, timeline, plans for follow up

Listen to Understand



**“We have to listen to
understand in the
same way we want to
be understood.”**

- Brene Brown

Listen to understand: Challenge yourself to REALLY listen

Let's have a moment of **HONEST** self-awareness!

While someone is talking I...

1. Plan how I'm going to respond
2. Watch for significant body language
3. Ask questions to get more information and encourage the speaker to say more
4. Listen to what the other person is saying without judging or evaluating
5. Find myself thinking about other things
6. Interrupt the speaker to make a point
7. Repeat what I've just heard to ensure understanding



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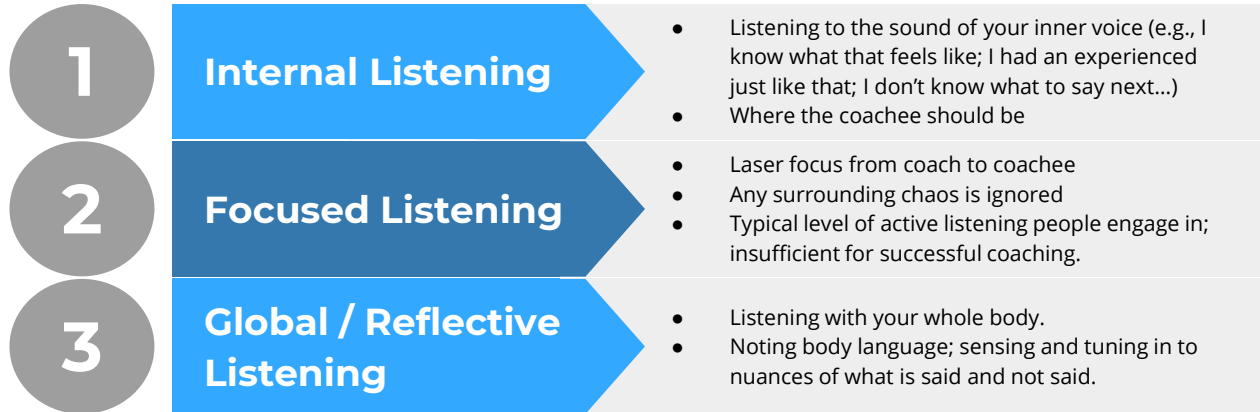
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Most people do not listen with the intent to understand; they listen with the intent to reply.

- Stephen Covey

Levels of listening



Create the space to REALLY Listen



Manage your environment – get away from your computer, put your cell phone out of sight



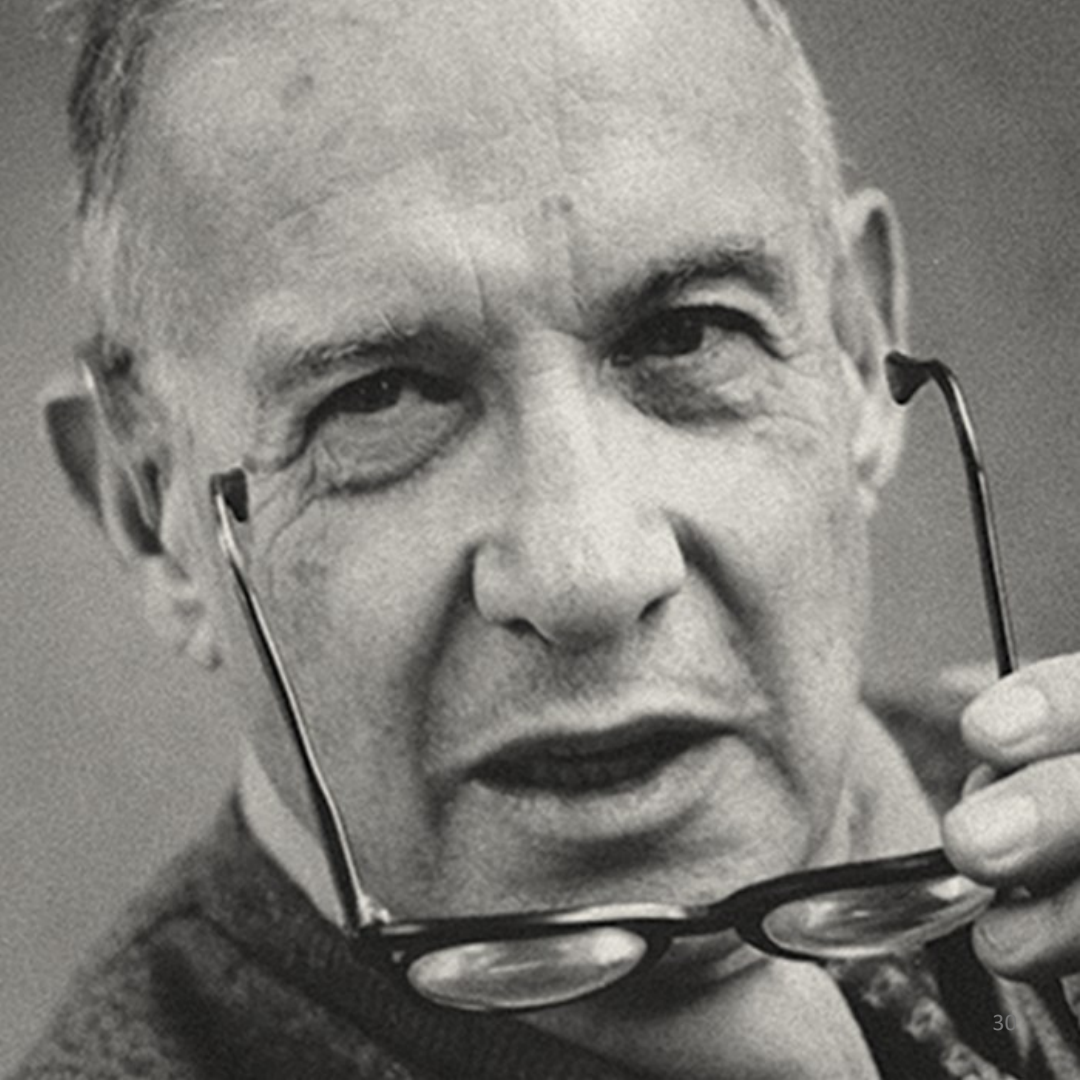
If you need to get something “out of your head,” **jot it down so you can focus**



Ask Powerful Questions

“The most serious mistakes are not being made as a result of the wrong answers. The most dangerous thing is asking the wrong question.”

- Peter Drucker



What is so powerful about questions?

- Empower the other person
- Signals a willingness to listen
- Causes the other person to think and engage more, which improves learning
- Stimulates creative and fresh thinking
- Surfaces underlying assumptions
- Focuses intentions, attention, and energy
- Opens the door to change and leads us into the future
- “Asking” is crucial for trust, relationship building, communication, and task performance



What are Powerful Questions?

Powerful Questions...

- ✓ Cannot be answered with “yes” or “no”
- ✓ Invite more information
- ✓ Encourage dialogue
- ✓ Broaden the other person’s thinking

What questions expand thinking

How questions get people thinking tactically

Why questions can get to purpose, but can also make people defensive

Sample Powerful Questions

- What are the possibilities?
- What do you make of it?
- How does it look to you?
- What was it like?
- What did you learn?
- Who are you grateful for / who is grateful for you?
- How can you turn this around for better results next time?
- What else?
- Then what happened?
- If you don't change this, what's the cost to you?
- What are you willing to commit to?
- Do you mind if I ask a very personal question?
- I'm curios, may I ask you some questions?
- Would you like another perspective?
- Is that a story or the truth?

Let's practice Powerful Questions

1. Why did you do that?
2. What were you thinking?
3. Do you have everything you need for the project?

How could you rephrase each question to make it more “Powerful?”

Drive Action

Remember: You help focus and hold attention on what is important for the employee and, leave responsibility with them to take action.



Critical to driving action

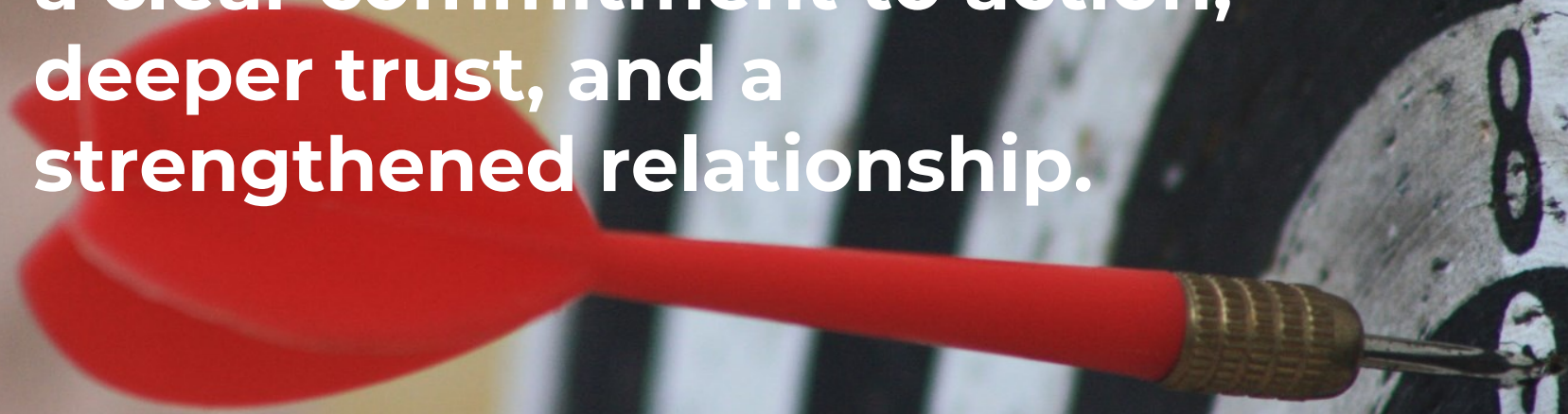
End with clear agreement about:

- What needs to happen next
- Roles/responsibilities – who is responsible for what
- Timeline
- Next steps for follow up

Say **thank you.**

**“The best
conversations
are won or lost
at the very
end.”**

**The results of an impactful coaching conversation are:
a clear commitment to action,
deeper trust, and a
strengthened relationship.**



Practice and Review

Let's tackle some potentially challenging conversations...

The employee is unresponsive to the conversation.

The employee has goals (e.g., promotion) that seem unrealistic.

The employee lacks the skills needed to make improvement.

The employee wants you to tell them what to do.

The employee agrees on actions and then does nothing.

What did you learn today?



Take a moment and fill in the blank:

“One specific action I’m going to take as a result of what I learned today is ____.”

Thank You!