

Getting the most out of COACHING



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Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

-ICF (International Coach Federation)

Learning Objectives

- ❖ Learn fundamental coaching skills & critical coaching principles
- ❖ Learn strategies to maximize coachability (of self and others)
- ❖ Make a plan to develop / update your coaching network

What is Coaching?



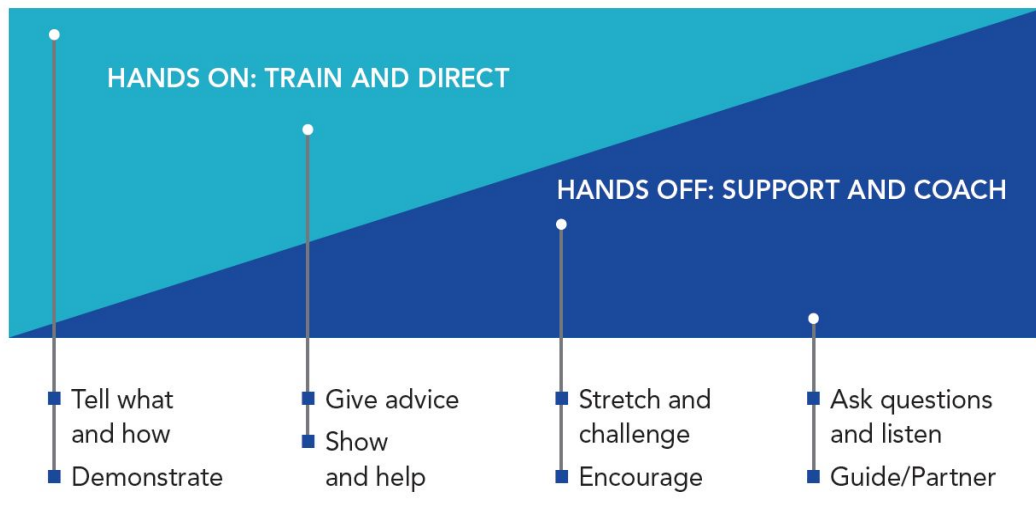
Problem-Solving
Giving-Feedback
Counseling
Training
Therapy
Fixing
Teaching
Coaching
Mentoring
Directing



What is Coaching?



Directing style ←————→ Coaching style



Fundamental Skills



Listening

and

Asking Powerful Questions

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Listening



What do you typically do when you are listening in a conversation?

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Listening



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

Stephen R. Covey

Listening



“If we were supposed to talk more than we listen, we would have two tongues and one ear.”

Mark Twain

Listening



“Be as passionate about listening
as you are about
wanting to be heard.”

Brene' Brown

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Listening



“The word LISTEN contains the same
letters as the word SILENT.”

Alfred Brendel

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Listening

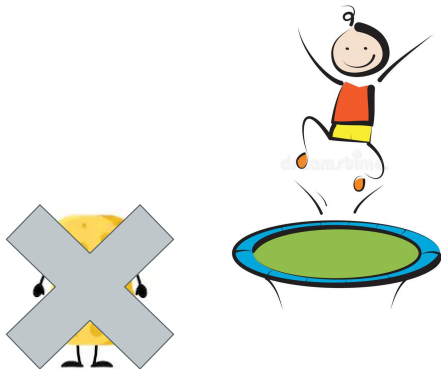


W A I T!

Why am I talking?

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Listening



**Great Coaches
are Great
Listeners!**

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Powerful Questions



Great Coaches ask
Powerful Questions
that are **thought**
provoking and **invites**
clarification, action,
and discovery at a whole new
level

Powerful Questions



Powerful Questions are:

- Open-ended - start with WHAT, HOW, or WHY
- Clear, focused, and direct
- Thought-provoking and invite introspection
- Root cause type of questions – they dig deep
- NOT leading questions (advice in disguise)

Anticipation

What is possible?
 What if it works out exactly as you want it to?
 What is the dream?
 What is exciting to you about this?
 What is the urge? What does your intuition tell you?

Assessment

What do you make of it?
 What do you think is best?
 How does it look to you?
 How do you feel about it?
 What resonates for you?

Clarification

What do you mean?
 What does it feel like?
 What is the part that is not yet clear?
 Can you say more?
 What do you want?

Elaboration

Can you tell me more?
 What else?
 What other ideas/thoughts/feelings do you have about it?

Evaluation

What is the opportunity here?
 What is the challenge?
 How does this fit with your plans/way of life/values?
 What do you think that means?
 What is your assessment?

Example

What is an example?
 For instance?
 Like what?
 Such as?
 What would it look like?

Exploration

What is here that you want to explore?
 What part of the situation have you not yet explored?
 What other angles can you think of?
 What is just one more possibility?
 What are your other options?

For Instance

If you could do it over again, what would you do differently?
 If it had been you, what would you have done?
 How else could a person handle this?
 If you could do anything you wanted, what would you do?

Fun as Perspective

What does fun mean to you?
 What was humorous about the situation?
 How can you make this more fun?
 How do you want it to be?
 If you were to teach people how to have fun, what would you say?

History

What caused it?
 What led up to it?
 What have you tried so far?
 What do you make of it all?

*Powerful Question examples from [Co-active Training Institute](https://www.co-active.com/)

Let's make it Powerful!



Are you going to do XXX?

Let's make it Powerful!



**Is that
frustrating?**

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Let's make it Powerful!



**What were you
thinking?**

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Let's make it Powerful!



**What is
something you
think you can do?**

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Berkeley Coaching Model & Key Principles



- Trust
- Empowerment
- Challenge
- Encouragement
- Caring

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Coaching Tips



- Create a safe environment
- Deliberate listening (without judgement)
- Ask meaningful and thought-provoking questions (Powerful Questions)
- Be curious and WAIT
- Be aware of your unconscious bias
- Check your Intention + Attention
- Use the coaching framework
- Build coaching skills
- Don't try to solve the problem or fix things

What is Coachability?



- Coachability is not a technical skill or an inherent ability.
- It's about having a growth mindset. Coachability is determined by one's ability to be effectively responsive to constructive feedback.
- It requires one to do so without losing resilience and without diminishing self-motivation and effort.
- It is also defined by the ability to adapt, improve, learn, have awareness of self and others, role model hard work, and communicate thoughtfully.

Coachability Tips



- Communicate your needs, progress, etc.
- Be open and honest
- Be vulnerable
- Stretch yourself to think in different/new ways
- Ask for help
- Assume positive intent of coach

Coaching Agreement



The Purpose of a Coaching Agreement:

1. Create a safe and courageous space
2. Help the coach know how to best work with the coachee
3. Helps the coachee know what's expected of them to get the most out of coaching

Reflections of Coaching Relationships



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Types of Coaching Relationships



- Manager/direct report
- Peer coaching (1:1 or group)
- Coaching from your professional networks
- Personal relationships
- From a professional certified coach

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What / who helps you grow and develop?



What is most helpful to help you grow and develop in your career?

Who helps you grow and develop in your career?

Maximizing coaching networks for your next opportunity at work

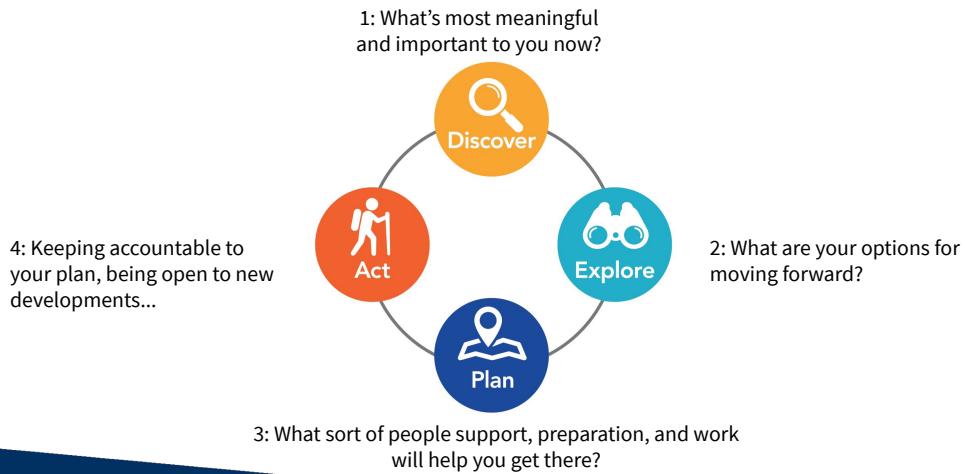


What's a coaching network?

Who are the best coaches in your life?

Who benefits from your support as a coach?

4 Steps to Build / Redevelop Your Coaching Network



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Step 1 - Discover



1. How would I define my current career stage/situation?
2. What is most meaningful to me in my career?
3. What is of highest importance to me in my career? In my life?
4. Who's job do I want to have?
5. In what ways is the current flowing in my direction? In what ways do I feel like I'm swimming upstream?

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Step 2 - Explore



1. To get where I want to go, what skills, experiences, knowledge, or people do I need to access?
2. How do I hope to grow toward my next opportunity?
3. What am I looking for from people? Is it mentorship? Feedback? Information? Connecting with new people?
4. Who in my network can help guide me along the path? Who can help me find new paths?

Step 3 - Plan



1. What sort of coaching conversations would be helpful to me? From who? How often?
2. How would I like to move forward? What would I do first? How will I stay accountable?
3. What might progress and success look like?
4. What is my timeline? Who can support?

Step 4 - Act



1. Where have I made progress? What's working / not?
2. How have I overcome obstacles? Celebrate wins?
3. How might new developments and learning impact my plan?
4. What are my alternative support needs / actions when priorities change?

Building Coaching Culture at UC Berkeley



What is coaching culture?

What does that look like at Berkeley?

- Growing as a Coach course
- Achieve Together
- Cal Coaching Network
- Local coaching circles
- BPM 360 developmental assessments and coaching
- BPM Executive Coaching Program
- 1:1 career coaching from a coaching
- 1:1 coaching for performance
- Other?

Resources



[Cal Coaching Network \(CCN\)](#)

[Achieve Together Coaching page](#)

[1:1 Career Coaching with a Certified Coach](#)

[The Coaching Tools Company](#)

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Thank You!



Happy Coaching!!

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