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  Fixing  Therapy
Coaching
Mentoring  Directing

Directing style  Coaching style

HANDS ON: TRAIN AND DIRECT
Tell what and how
Demonstrate

HANDS OFF: SUPPORT AND COACH
Give advice
Show and help
Stretch and challenge
Encourage
Ask questions and listen
Guide/Partner
Fundamental Skills

Listening and Asking Powerful Questions

Berkeley

Listening

What do you typically do when you are listening in a conversation?
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
“Be as passionate about listening as you are about wanting to be heard.”

Brene’ Brown

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

Alfred Brendel
Listening

WAIT!
Why am I talking?

Great Coaches are Great Listeners!
Great Coaches ask

**Powerful Questions**

that are **thought provoking** and invites clarification, action, and discovery at a whole new level

**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)
<table>
<thead>
<tr>
<th>Anticipation</th>
<th>Evaluation</th>
<th>For Instance</th>
<th>Fun as Perspective</th>
<th>History</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is possible?</td>
<td>What is the opportunity here?</td>
<td>If you could do it over again, what would you do differently?</td>
<td>What does fun mean to you?</td>
<td>What caused it?</td>
</tr>
<tr>
<td>What if it works out exactly as you want it to?</td>
<td>What is the challenge?</td>
<td>If it had been you, what would you have done?</td>
<td>What was humorous about the situation?</td>
<td>What led up to it?</td>
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<tr>
<td>What is the dream?</td>
<td>How does this fit with your plans/way of life/values?</td>
<td>How else could a person handle this?</td>
<td>How can you make this more fun?</td>
<td>What have you tried so far?</td>
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<tr>
<td>What is exciting to you about this?</td>
<td>What do you think that means?</td>
<td>If you could do anything you wanted, what would you do?</td>
<td></td>
<td>What do you make of it all?</td>
</tr>
<tr>
<td>What is the urge? What does your intuition tell you?</td>
<td>What is your assessment?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Assessment</td>
<td>Example</td>
<td>Clarification</td>
<td>Exploration</td>
<td>Elaboration</td>
</tr>
<tr>
<td>What do you make of it?</td>
<td>What is an example?</td>
<td>What do you mean?</td>
<td>What is here that you want to explore?</td>
<td>Can you tell me more?</td>
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<tr>
<td>What do you think is best?</td>
<td>For instance?</td>
<td>What does it feel like?</td>
<td>What part of the situation have you not yet explored?</td>
<td>What else?</td>
</tr>
<tr>
<td>How does it look to you?</td>
<td>Like what?</td>
<td>What is the part that is not yet clear?</td>
<td>What other angles can you think of?</td>
<td>What other ideas/thoughts/feelings do you have about it?</td>
</tr>
<tr>
<td>How do you feel about it?</td>
<td>Such as?</td>
<td>Can you say more?</td>
<td>What is just one more possibility?</td>
<td></td>
</tr>
<tr>
<td>What resonates for you?</td>
<td>What would it look like?</td>
<td>What do you want?</td>
<td>What are your other options?</td>
<td></td>
</tr>
</tbody>
</table>

*Powerful Question examples from Co-active Training Institute*
Let’s make it Powerful!

Is that frustrating?

Let’s make it Powerful!

What were you thinking?
Let’s make it Powerful!

What is something you think you can do?

Berkeley Coaching Model & Key Principles

- Trust
- Empowerment
- Challenge
- Encouragement
- Caring
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

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
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

1: What’s most meaningful and important to you now?

2: What are your options for moving forward?

3: What sort of people support, preparation, and work will help you get there?

4: Keeping accountable to your plan, being open to new developments...

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?
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?
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

Thank You!

Happy Coaching!!