



Leader as Coach



# Goals for today

- Learn the elements of a coaching model
- Practice creating effective coaching conversations






## Activity 1: My coaching story

- Experience giving or receiving coaching
- A goal you would like to discuss with a coach?
- What is the difference between a coach, mentor and a trainer?





Section 1: What is  
Coaching



# What is coaching

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Coaching is a method of helping the performer discover their own reality, set goals and establish action plans to develop and grow. Coaching is about moving forward and improving individual performance. It is about raising awareness and improving responsibility.

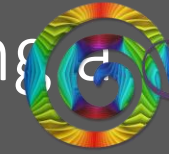


# A coach

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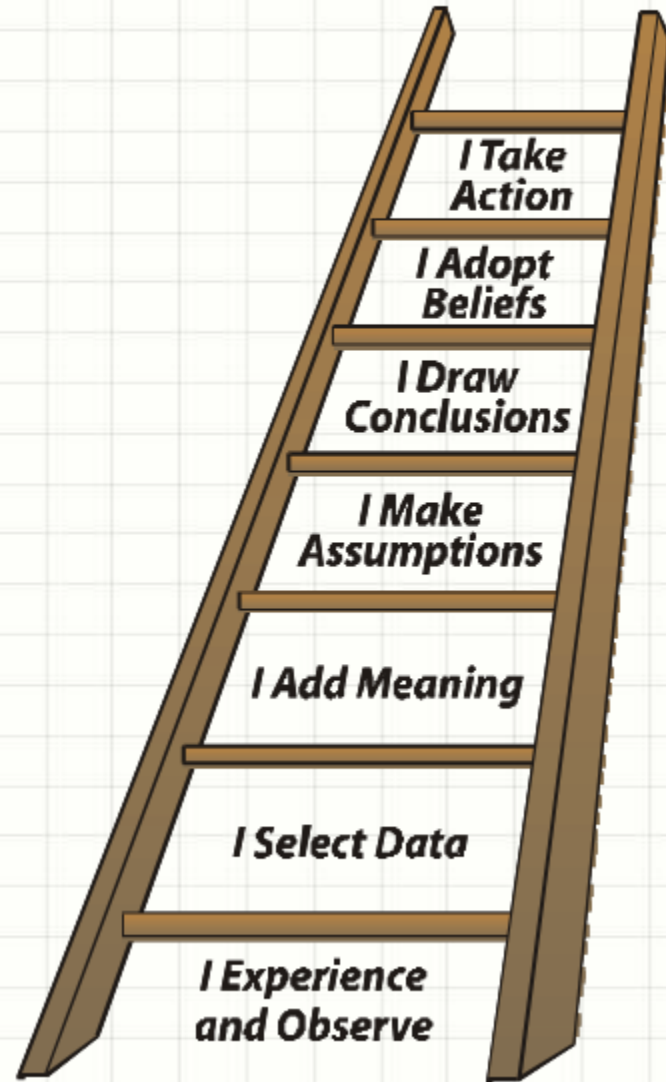
- Helps a person change in the way they wish and helping them go in the direction they want to go.
- Supports a person at every level in becoming who they want to be.
- Help builds awareness empowers choice and leads to change.

# Input from someone on Baking Cake



*Karma Lead*  
Immeasurable Value

Coach	would ask you questions about what end-result you want and check if you have everything you needed, what other equipment/ingredients you might need and check that you have matched your priorities
Mentor	would share his or her recipe with you and his or her experience of how she does it.
Consultant	would evaluate the situation, provide three or four recipe options and discuss which was appropriate for you.
Trainer	would demonstrate how it was done, give you the equipment and ingredients you need, and observe while you were baking it, giving feedback when needed.



## Ladder of Inference







# Coaches Role

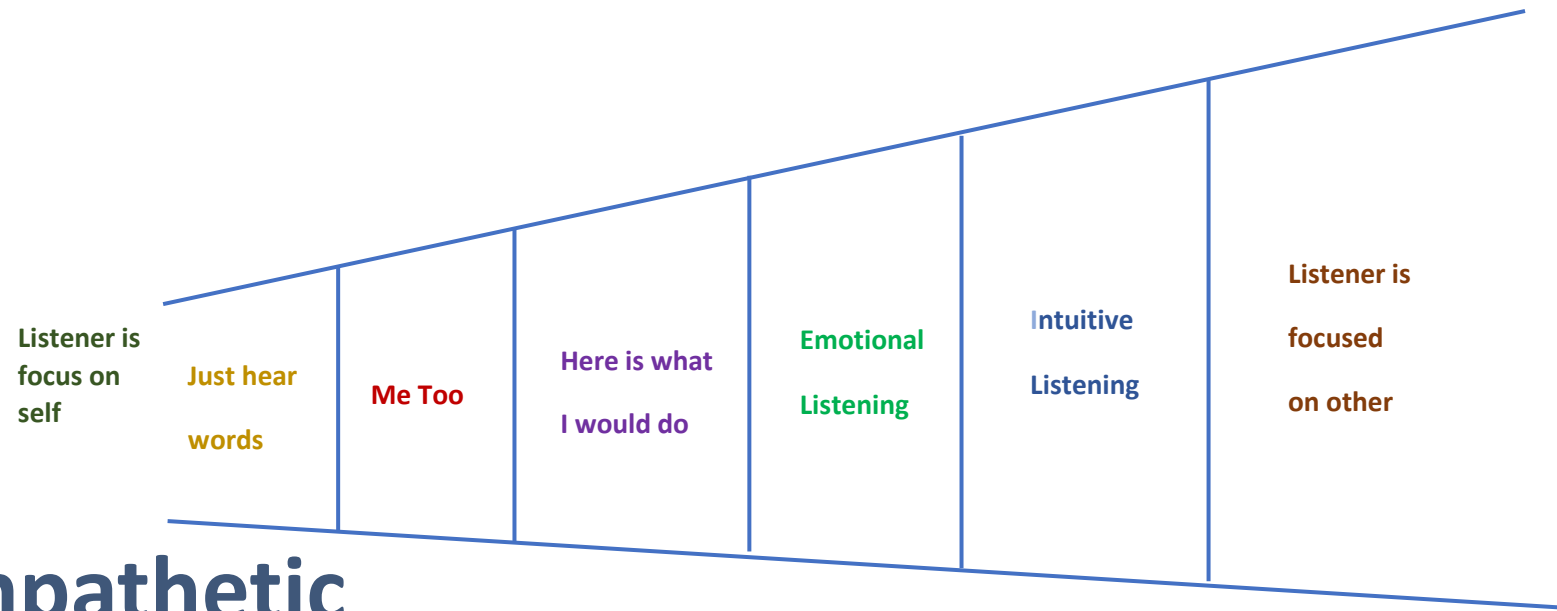
- Listen deeply; show interest
- Help performers to:
  - Clarify their goals, needs and interests
  - Get unstuck
  - Make connections
  - See the situation in a more beneficial way
  - Uncover alternative paths forward
  - Build self-awareness
  - Move



# Key Coaching Skills

- Inquiry
- Listening
- Interpreting non-verbal communication
- Summarizing
- Assertiveness





# Empathetic Listening

As coaches will list to understand the performers perception and point of view.

When we are engaged in real dialogue and paying careful attention, we can become aware of a profound shift in the place from which our listening originates. We move from seeing the objective world of things, figures, and facts to listening to the story of a living and evolving self



## Activity 2: Listening

- Tell me more...
- And then what happened...
- Honour the silence

The background features a white, wavy, ribbon-like shape that flows from the left side towards the center. To the right, there is a large, semi-transparent pink circle. The overall color palette includes bright green, yellow, orange, and purple, which blend into each other and the white background.

## Section 2

# The GROW Model

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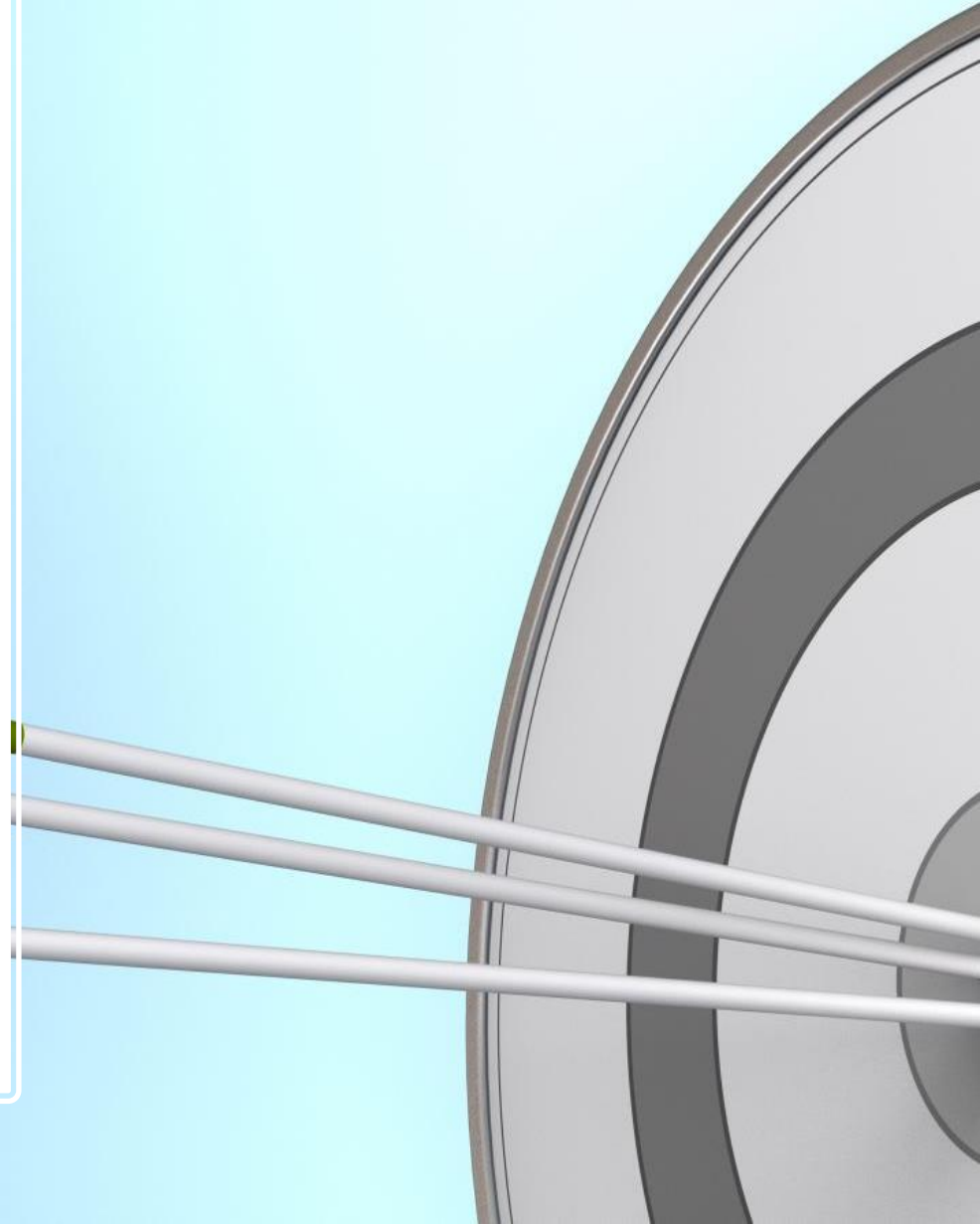
# The GROW Model



# Set Goals

This stage is about setting goals - both end goals and performance goals.

- An **end goal**, might be something like, “I want to be a Manager or program Director, and is typically something the individual has no control over.
- While **performance goals** identify areas the performer has control over and will help achieve the end goals. In addition to being SMART the goals will be positively stated, understood, relevant and ethical.



# What is the current **Reality**

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- Considering the goals, the coach will explore the current reality to develop a deeper understanding and awareness. This stage is critical in helping the performer understand the current state. Here we explore emotions, behaviours, and their impact to gain a full understanding of the current reality.

# Identify Options

- With a deep understanding of the current reality, the performer will develop several options and possibilities to unlock their potential and maximize their performance.



# Will

- Now it is time to identify what the performer will do. The performer must be willing to put into practice the options. It is here that the tire hits the road so to speak.





# The Art of Inquiry

As a coach being able to ask great questions is a key skill




## Open Questions

- Cannot be answered by a simple yes or no.
- Begin with what, how, or why.
- Do not lead participants in a specific direction.
- Encourage participants to elaborate.
- Help participants discover things for themselves.
- Allow participants to exhibit their individual “style”.

## Closed question

- Allow specific facts to be obtained.
- Require little thought by the person responding.
- Are useful in the feedback process.
- Can be used to reinforce positive statements.
- Can be used to direct a conversation to an area.



Section 2  
The GROW Model

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## Activity 3: Develop some coaching questions

- Tell me more...
- And then what happened...
- Honour the silence

# The GROW Model







## Activity 4: Use the grow model to conduct a coaching conversation

Step 1: Explore the Performers Goal

Step 2: Help them understand the current reality

Step 3: Help the explore options

Step 4: Identify what they are willing to do



# Personal Mastery

Personal mastery is defined as “the discipline of continually clarifying and deepening our personal vision, of focusing our energies, of developing patience, and of seeing reality objectively” (Senge, 2006). Personal mastery assumes self-understanding and self-knowledge.



# Lead Change

Today there is tremendous demand for change in individuals, in organizations, and society. Which means that there is a tremendous demand for quality change leadership. Change comes in many forms. First is incremental or developmental change, which is just getting better at what we already do. Second is transitional change, which moves the organization from a current state, to a new different future state. Third is transformational change, where the fundamental assumptions of our business model are being questioned and are shifting. Transformational change is the most challenging type of change because people are required to change their mindset. Leaders today are being called upon to lead more and more transformational change and guide their people and organization into their new realities.

