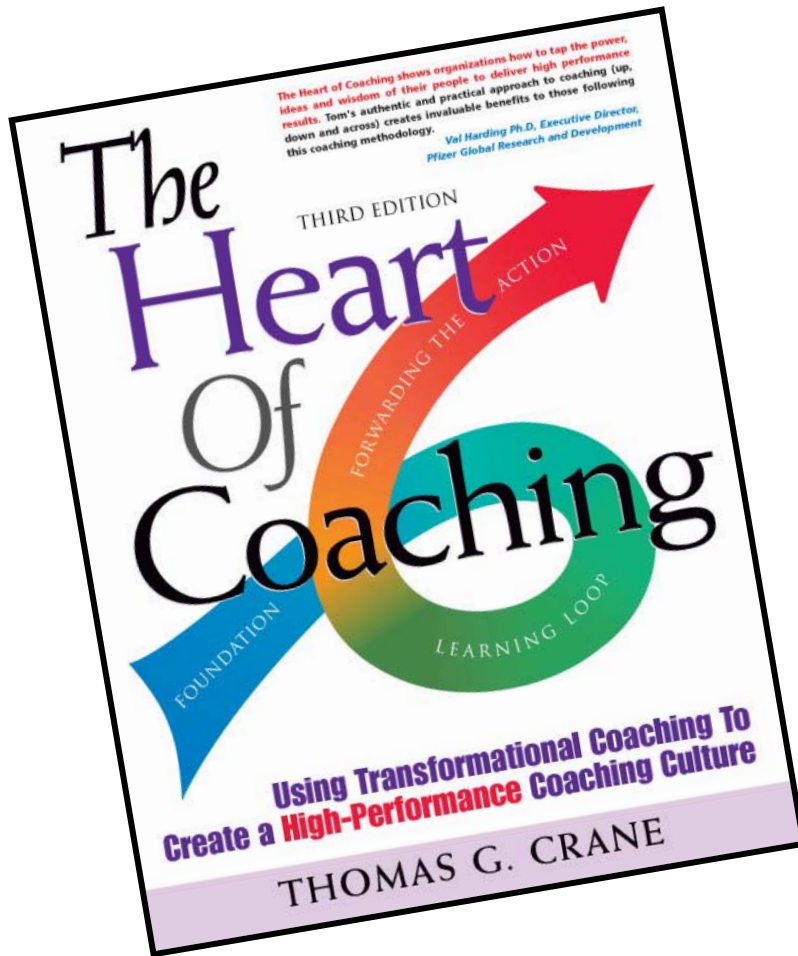


# The Heart of Coaching™ Workshop

**Using Transformational Coaching  
to Build a High-Performance  
Coaching Culture**

# PREMISE OF “THE HEART OF COACHING”



**“As coaching becomes a predominant cultural practice...it will create a performance-focused, feedback-rich organization that is capable of creating and sustaining a competitive advantage over its competitors.”**

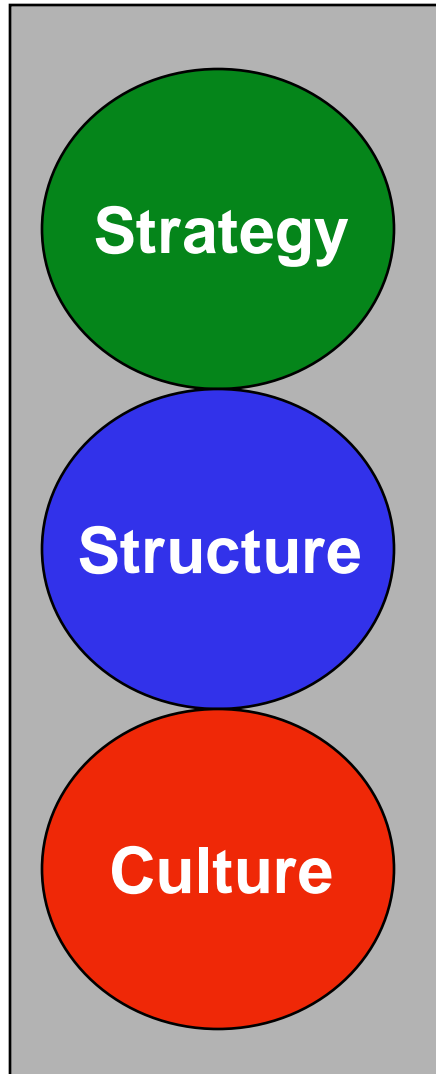
Thomas G. Crane

# Executive Coaching vs. Collegial Coaching



# Why Do We Address “Culture?”

# Organizational Effectiveness Created through “Alignment”



**Strategy** – an organization’s outward-facing, unique competencies and distinctive value proposition it offers to its customers.

**Structure** – the various organizational forms, processes and reporting relationships that enable communications, planning, and execution of the strategy

**Culture** – the shared attitudes, beliefs, behaviors, and relationships that typify the norms and customs of an organization

# Why is Culture so Important?

**“How we do things around here”** – the unwritten, shared set of norms and values that guides thinking, behavior, and relationships.

Culture is **created and sustained by (*formal and informal*) leaders’** words and actions that set the *tone, pace, and expectations*.

**Culture shapes and focuses ENERGY!**

# And...

Culture can be equally respected as  
**the 500 lb. gorilla**



that has its way with all things  
corporate. Culture trumps strategy!

# What IS a High-Performance Coaching Culture?

# A Compelling Vision for a High-Performance Coaching Culture

*In **COACHING CULTURES**, all members of the culture courageously engage in candid, respectful coaching conversations with one another, unrestricted by reporting relationships, about how they can improve their working relationships and individual and collective work performance.*

*All have learned to value and effectively use feedback as a powerful learning tool to produce higher levels of personal accountability, professional development, high-trust working relationships, continually-improving job performance and ever-increasing customer satisfaction.*

# The “Business Case” for Coaching

# 7 Primary Benefits of Creating a Coaching Culture

1. Leaders become better leaders
2. Individuals are more inspired to create their personal best performance
3. Teams who embrace coaching are better equipped to deal with conflict
4. Change initiatives are more likely to succeed
5. Employee morale is strengthened
6. The conditions for high performance (so vital to sustainable organizational success) are created
7. Employee costs of turnover and loss of talent are minimized

# What is the Role of Leadership?

# Leaders Role in Creating High-Performance

## 1. COURSE

(Action in support of Vision, Mission, Strategy, Key Objectives, Goals, Action Plans)

## 2. Role Model CHARACTER

(Alignment with Organizational Values)

## 3. COACH

(Accountability for Performance & Development)

# ***Coaching is Applied Leadership***

- 1. If you can't coach – you can't lead**
- 2. A modality – your “beingness” – how the very best of you shows up**
- 3. Not incremental work – but HOW you do your work**
- 4. You get what you coach to**
- 5. More about relationship – not about technique**
- 6. Coachee-centered conversation**
- 7. Builds trust and rapport... all of the time**

# From “Boss of ”

**Drives/Pushes**

**Tells/Directs**

**Knows the answer**

**Triggers *Insecurity***

**Uses fear to achieve  
Compliance**

**Creates Victims**

**Focused *only* on Results**

**Gets the *Most* from people**

# To “Coach for”

**Lifts/Supports**

**Asks/Solicits**

***Seeks the answer***

**Triggers *Creativity***

**Uses *Purpose* to  
inspire **Commitment****

**Fosters **Accountability****

**Focused on *both*  
**Process and Results****

**Gets the *Best* from  
people**

# The “Human Case” for Coaching

# The Heart of the matter...

I need...to be **seen**

...to be **heard**

...to be **respected**

...to be **safe**

...to **belong**

...to **connect**

...to **contribute**

**When** my basic needs are met, I'm ready to  
learn...ready to serve...ready to engage!

*Anonymous*

# The Transformational Coaching Methodology

# Transformational Coaching

**“The art of assisting  
people in enhancing their  
effectiveness...  
in a way they feel helped.”**

# The Phases of Transformational Coaching

- **Foundation**

- Create a coaching relationship, set expectations, and prepare for coaching

- **Learning Loop**

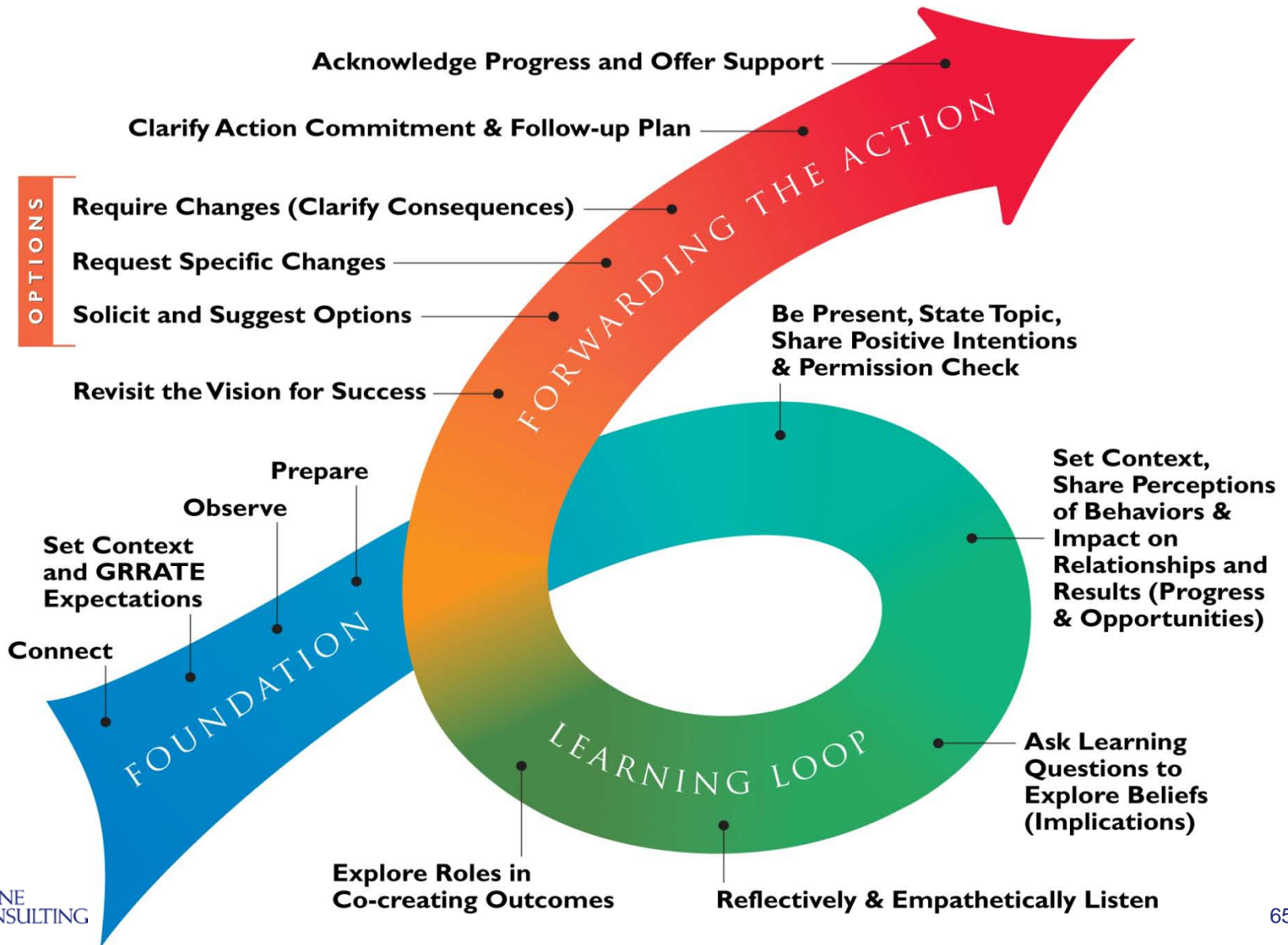
- Share feedback, engage in dialogue to each learn

- **Forwarding-the-Action**

- Explore options for change and create a commitment for action

# Transformational Coaching

A ROADMAP FOR AN EMOTIONALLY INTELLIGENT COACHING CONVERSATION



# Organizational Context

*People need to see the BIG picture!*

**Vision** – who we are becoming and how we want to become known

**Mission** – what business we are in and who we serve

**Strategy** – our distinctive competencies and how we distinguish ourselves from our competitors

**Key Objectives** – the primary accomplishments needed to achieve success

**Core Values** – our code of conduct that describes how we treat one another and our customers/stakeholders

# GRRRATE Expectations

*Crystal clear expectations facilitate high-performance outcomes!*

**G** = Goals

**R** = Roles

**R** = Resources

**A** = Accountability

**T** = Timetable

**E** = Empowered/Enthusiastic

# Positive Intentions

Energize      Focus      Develop      Create      Add  
Collaborate      Build      Plan      Cheer      Share  
Rethink      Reconnect      Ensure      Learn      Set  
Enhance      Improve      Explore      Clarify  
Understand      Encourage      Refocus      Bolster      Heal  
Repair      Support      Reconcile      Confirm  
Respond      Deepen      Generate      Expand      Grow  
Optimize      Unleash      Inspire      Re-affirm  
Support      Optimize      Point the Way      Save  
Explore      Reconnect      Tackle      Reflect  
Reinvent      Excite      Enable      Demonstrate  
Reduce      Capitalize      Highlight      Energize  
Accentuate      Engage      Understand      Punctuate

# Putting it all together...

## **STATE TOPIC:**

*I'd like to talk with you about today's meeting with Production.*

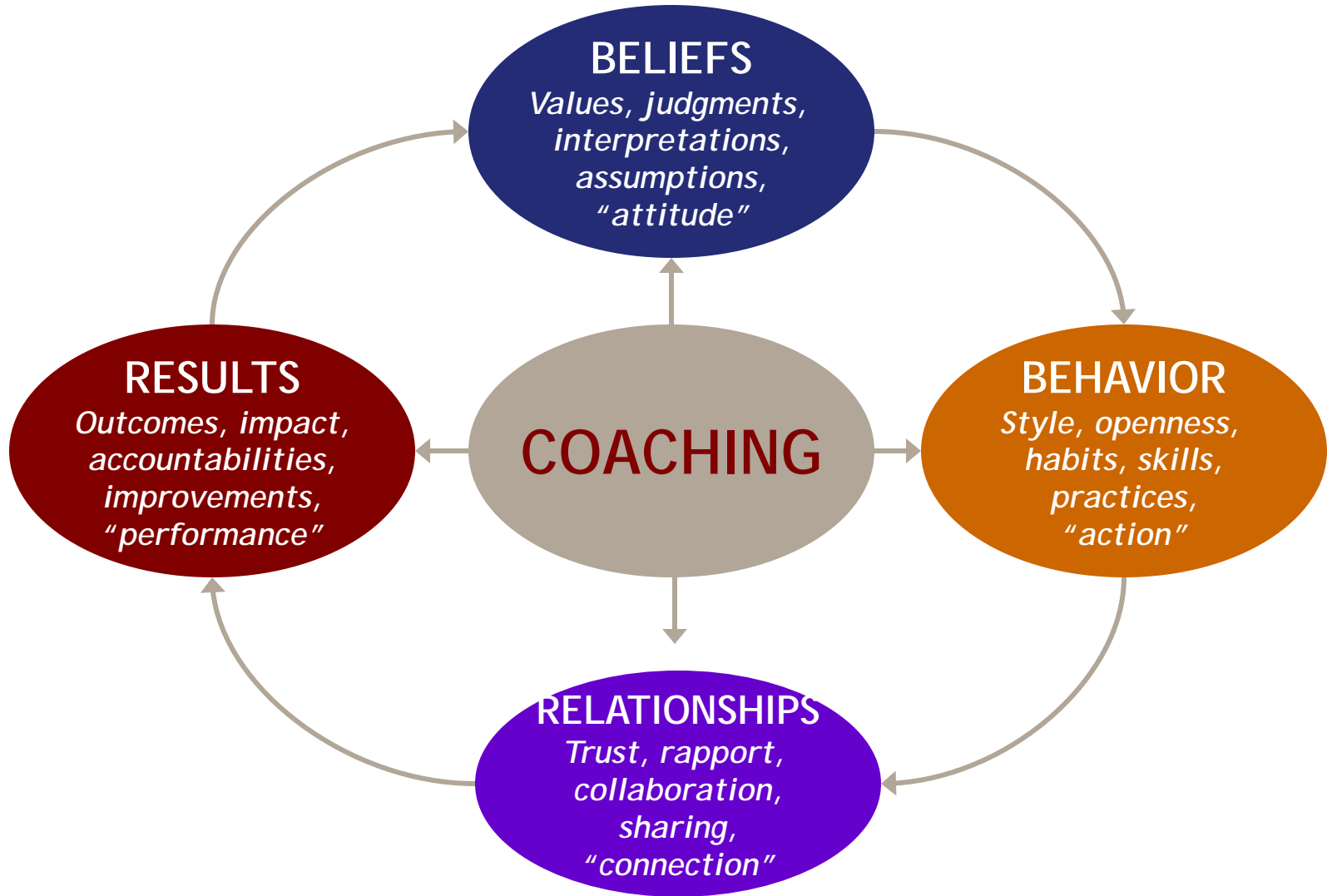
## **POSITIVE INTENTION:**

*I want to explore our ideas about how we can enhance the relationships we're starting to build.*

## **PERMISSION CHECK:**

*Is now a good time for you?*

# The Results Cycle



# Reflective Questions in Exploring Roles in Co-Creating Outcomes

- 1. What did we EACH do that led up to the situation we are now discussing – consciously and/or un-wittingly?**
- 2. Did we act on everything of which we were aware?**
- 3. What might have been the unintended consequences of our action or inaction?**

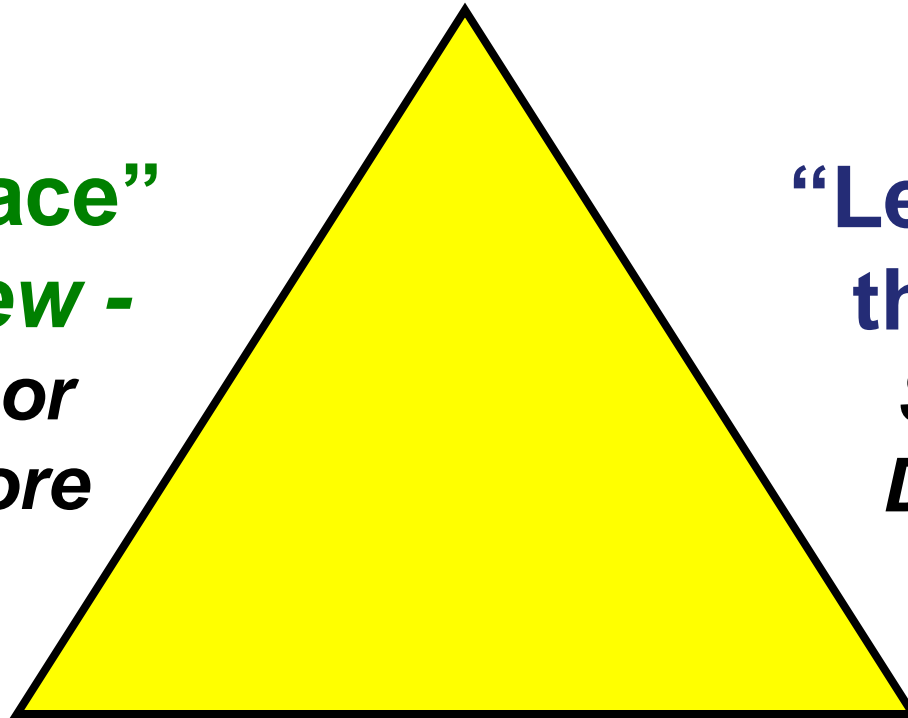
# Vision for Success

## Revisit the ladder of success...



# Coaching for Change

**(+)**  
**“Embrace”**  
**the *New* -**  
***Start or***  
***Do More***



**(-)**  
**“Let Go Of”**  
**the *Old* -**  
***Stop or***  
***Do Less***

**“Hold On To” – *Keep Doing***

# The 7 Coaching Conversations

## **I. Transformational Coaching Dialogue: (coach initiates)**

Engaging in mutual learning to “get on the same page” and create an action plan both can support

## **II. Problem-Solving Coaching: (coachee initiates)**

Responding with Learning Questions to tap Coachee’s wisdom

## **III. Coaching Shorthand: (either initiates)**

Delivering Appreciative and Constructive Feedback

## **IV. Feedback Only: (either initiates)**

Sharing feedback for the purpose of learning and better understanding each other’s perceptions – no requests or suggestions

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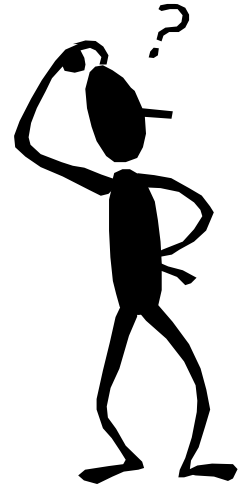
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# Learning Questions

**Both Coach *and* Coachee explore...**



**Who, What, When, Where,  
Why & How**

# Learning Questions

- What are you trying to achieve?
- Why is this important to you?
- What have you tried so far?
- How has it worked/not worked?
- What options do you see going forward?
- What input would you like from me?
- What is your “go forward” plan?
- How can I support you?

# The 7 Qualities of Effective Feedback

- 1. Intended to help, not manipulate/control**
- 2. Understood as subjective perception**
- 3. Delivered in-the-moment or soon afterward**
- 4. Presumes innocence - without attributions**
- 5. Describes observed behaviors & impacts**
- 6. Authentic and candid, yet compassionate**
- 7. Stimulates mutual learning/inspired action**

# Hmmmm...

A man was asked what he did prior to becoming an enlightened monk, he responded...

**“I Chopped Wood and Carried Water.”**

What asked what he now does since becoming an enlightened monk, he responded...

**“I Chop Wood and Carry Water.”**