Building Coaching Skills to Tap Potential

**Difference Between Coach and Manager**

An effective manager uses coaching for 2 primary purposes:

_________________________ and __________________  ___________________.

**Coachlike Leadership**

Current leaders are dealing with a lot. The LEADhub by Verity describes this as the VUCA affect. According to the video this acronym stands for the following:

V = Volatility
U = Uncertainty
C = Complexity
A = ___________________

“If you do what you’ve always done, you will get what you’ve always got.”

– Henry Ford

To be a good coach, you may have to change your mindset.
Today’s leaders are expected to be super long-range planners, proactive and _______________ _______________.

Coaching takes two things, Skill Set and ___________ ____________.

**Discussion Notes:**

Directing is ______________________ or ____________________________.

Coaching assists in ____________________________________________.

Two Principles of Coaching are:

1. ______________ - the product of focused attention, concentration, and clarity.
2. Responsibility - truly __________, ____________ or ______________ responsibility for our thoughts and our actions.

**Who Owns the Problem?**

*Key Management Skills and When to Apply Them*

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<th>Who Owns the Problem?</th>
<th>Key Skills</th>
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<td>No problem Exists</td>
<td>Explain reasons behind statements, questions, and actions</td>
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<td>I own the Problem with My Behavior</td>
<td>Openly Accept Responsibility and Ask for Forgiveness</td>
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<td>The Other Owns the Problem</td>
<td>Developmental Coaching = Facilitate problem-solving: Use Door Openers, Ask Open-Ended Questions and Actively Listen</td>
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When the other person owns the problem, the manager’s job is to ________________ problem-solving to enable the other person to identify potential ________________.

__________________________ coaching = facilitative problem solving.
Key Skills of Facilitative Problem Solving

_______________________ are passive verbal and nonverbal responses that encourage the other person to continue sharing their thinking. Examples include:

- "Share some more of your thinking"
- "Can you clarify what you mean by that?"
- "Tell me more"
- "And what else"
- "Uh-huh" (while maintaining eye contact)

_______________________ are active verbal responses that, when used appropriately, enable the other person to think in greater depth about the problem and evaluate the solution.

- "What is the problem?" “What is on your mind?”
- "What are you trying to accomplish?" “What do you want?”
- “What ideas do you have for solving the problem that addresses the goals and causes that you have identified?”
- "Which solution(s) do you think would work best?"
- "How will you go about implementing the solution?"
- “What is the real challenge here for you?”
- “If you are saying “yes” to this, what are you saying “no” to?”
- “How can I help?”

_______________________ is an empathetic paraphrasing or reflecting of the other person’s message. An active listening response summarizes and reflects the feeling and the behavior that the person is describing now. The following represent some active listening responses:

- "You seem concerned because you perceive that your staff does not make helpful suggestions.”
- "So, you're frustrated with all the paperwork you're required to complete."
- "What I’m hearing you say is that when your boss makes decisions without your input, you get frustrated because he undermines your relationship with staff."
- Being empathic: “You seem to be feeling . . .” “Wow, I can really see that you are upset about this”, “It seems from your point of view...”, “Correct me if I’m wrong...”
The GROW Model

G = __________________ - What do you want to do?
R = __________________ - Where are you now?
O = __________________ - What could you do?
W = __________________ - What will you do?

Notes:
Case Studies - Supervisor Information
(all participants may read)

1. **Belinda**
   You’ve been really pleased with the work that your newest Deputy Clerk (Belinda) is doing. She is always very cheerful and pleasant and performs her work very efficiently. She doesn’t seem to get involved in the office drama like some of your other team members. She’s asked to meet with you this afternoon and you’re not sure what she wants to talk with you about.

2. **Greg**
   Greg is a Deputy Clerk who has worked in your office for about 2 years and mainly handles estate filings. He has been a steady and reliable employee. Yesterday you walked by his desk and saw a job ad on his computer screen. When you asked him what he was looking at he told you he was looking for a phone number, but you suspect that he is applying for other jobs. You really hate to lose him, but you want him to be happy at work. This morning he stuck his head in your office door and asked if you had a few minutes to talk with him.

3. **Samantha**
   Samantha is a new clerk in your office. You assigned Janet to train Samantha because Janet is very detail-oriented and efficient in her work and you thought she would be a good trainer. Janet told you that she had created a checklist and trained Samantha on the critical duties so she should be able to work independently. You assigned Samantha to work on her own just before you had to be out of the office on medical leave for 2 weeks. Upon return, you notice that Samantha seems to be struggling when working with customers and seems very unsure of the correct procedures and processes. She continues to ask questions about duties that you thought she would understand by now. You’ve decided to talk with Samantha about what you are observing to see how to help.
Case Study – Employee Information

Supervisor Does NOT Read

1. Belinda
   You have worked as a Deputy Clerk for 6 months and generally like your job. Your office is beside another Clerk (Emily) who has worked for the Clerk’s office for 20 years and she is constantly complaining to you about how she dislikes the work. She often interrupts you to gossip and tell you about something that just happened that she didn’t like. You’ve tried just being nice to her and listening to her complaints, but her negativity is really getting you down and her frequent interruptions are making it difficult for you to concentrate on your work. You’ve decided to ask your supervisor to move you to a different office and away from her. Her constant negative chatter is beginning to cause you stress headaches and you’ve decided that if your supervisor is not able to move you, then you may need to resign your position.

2. Greg
   You have worked as a Deputy Clerk for 2 years mainly working in the Estates division. You’ve had this job since graduating from college, and while you enjoy it, you do not feel very challenged by the work. Because you have been feeling bored, you have spent time at work looking at job postings for other positions. You’re not really sure what type of job would best fit your skills. At one time you had thought about going to law school, but after talking to some of the lawyers, you’re not sure that law school would be worth it. Yesterday your supervisor walked by as you were looking at a job on Linked In and she asked you what you were doing. You made up an excuse about looking for a phone number you needed, but you’ve decided that it was wrong to lie to her and you need to apologize. You’ve decided that if you tell her that you’ve felt “stuck” at work, then maybe she would offer you another job opportunity.
Case Study – Employee Information

Supervisor Does NOT Read

3. Samantha
You have been working in the Clerk’s office for 6 weeks now. It’s been a real whirlwind since you started your new job just as you separated from your husband and are acting as a single Mom to two children ages 10 and 12. Working 8-5 is an adjustment for you since you had only worked part-time before getting this job. You want to give your full attention to this job, but you’ve been worried about your younger child who has a learning disorder and is struggling attending school virtually.

The first week on the job your co-worker Janet reviewed a checklist of procedures and policies with you, but she was so fast at explaining everything, you were overwhelmed with information. You felt like you were just “thrown to the wolves” when you were assigned to work on your own, especially since your supervisor was out on medical leave for a couple weeks after you began work. You’ve found your co-workers to be genuinely nice and helpful, but you realize you keep asking them a lot of questions because there is so much to know. There seem to be so many rules in this job and you’re not sure you will ever understand all of the procedures. You’re beginning to wonder if you made a mistake coming to work in the Clerk’s office. You need a job that is not stressful, and right now you feel extremely stressed out.