

# COACHING SKILLS FOR ADVANCEMENT LEADERS

NCGPC PLANNED GIVING DAYS 5.25.18

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certified executive coach  
master facilitator, Equus Coaching™



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## COACHING IS...

1. **A perspective** that individuals have the wisdom, creativity, and motivation to grow
2. **A trained skill set** to help the client expand choices & effectiveness
3. **Self-awareness and discipline** to follow the **the client's** perspective & outcomes
4. **Empowerment**: a force multiplier within enlightened organizations

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## IT ISN'T: MENTORING, ADVISING, *TELLING*



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## WHY COACHING?



$$Q \times C = B$$

Quality (of solution) x  
commitment to it  
= Benefit

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## COACHING'S IMPACT: MANCHESTER STUDY



- 6 : 1** dollar value return compared to cost
- Better retention of coached executives
- Improved working relationships with direct reports (**77%**), teamwork (**67%**), and relationships with peers (**63%**)
- Increased job satisfaction (**61%**)
- Increased productivity (**53%**)
- Decreased conflict (**52%**)

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## BENEFITS OF INTERNAL COACHING PROGRAM

*MCKEE, TILIN & MASON 2009*

1. Increased speed of leadership growth
2. Greater loyalty to the company
3. Improved communication
4. Increased ability to resolve conflicts
5. *AND...you can focus on your own job!*

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## WHEN TO USE COACHING?

1. High-potentials
2. Recurring challenges
3. To build confidence, self-reliance, motivation, and buy-in
4. Client is ready...and chooses the coach
5. We are secure enough to help other solve their own problems

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## WHERE WE COACH



1. Performance meetings
2. In ongoing coaching relationship
  - long term goals
  - specific practices between sessions
  - with 360, other assessments
4. Within a consulting job
5. Hallway moments

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## THE BEST LISTENERS TRACK...

1. Client's words (not our own)
2. Words' meaning: values, fears, hopes
3. Body language
4. Emotions
5. Energy state, subtle shifts, openings

*How can building coaching skills improve us as managers...and fundraisers?*

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## THE IMPORTANCE OF PRESENCE



### Attention

"Taking possession of the mind, in clear and vivid form", *William James*

### Meta-attention

Attention of attention, the ability to know your attention has wandered

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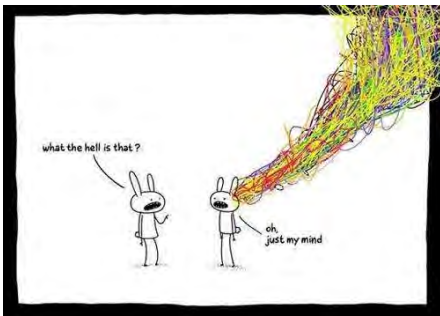
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## WHAT GETS IN THE WAY?



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## TO PRACTICE PRESENCE

### Give Yourself Time to Slow Down and Focus

- Deep Breathing (counting if that helps)
- Following Your Breath (in...out)
- 4 by 4 by 4
- Body Scan
- Insight Timer, Headspace, Calm- Guided, Unguided etc.

### In coaching

- Keep Breathing and Listening
- Reiterate, Summarize, Follow the words
- Acknowledge and let the distractions go

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## COACHING QUESTIONS

1. Change how the client thinks
2. Generate new energy & neural connections
3. Originate from *curiosity*, not leading the speaker to your solution or priorities
4. Can't be answered by yes or no
5. Shortcut: start with WHAT or HOW
6. (The challenge of WHY)

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## EBH FAVES

1. What is the best possible outcome?
2. What are your options?
3. If you were sure you'd succeed, what would you do?
4. How might you help that happen?
5. What gets in the way?
6. When she did X, what did you assume it meant?
7. What is the real truth in this situation?
8. What part of this is yours to control?
9. What if nothing external changes?
10. What small step will you take next?

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## FUEL COACHING FRAMEWORK

ZENGER & STINNETT, 2010

<b>F</b>	FRAME the conversation
<b>U</b>	UNDERSTAND the current state
<b>E</b>	EXPLORE the desired state
<b>L</b>	LAY OUT the success plan

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**FUEL**  
FRAME THE CONVERSATION

1. What would you like to focus on?
2. How can I help you?
3. Where shall we start?
4. What would you really like to walk away with?
5. Do you just want to vent, or do you want to solve? Either is actually fine.

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**FUEL**  
UNDERSTAND THE CURRENT STATE

1. How do you see this situation? What is happening?
2. What makes this challenging?
3. What impact is this having?
4. What in this is yours to control?
5. What is the consequence if nothing changes?

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**FUEL**  
EXPLORE THE DESIRED STATE

1. What would you like to see happen here?
2. What would you try if you knew you could not fail?
3. What are your goals?
4. What approaches might you take?
5. Whose perspective is important in this solution and how can you seek it out?
6. What might get in your way?
7. How will you measure success?

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## FUEL LAY OUT THE SUCCESS PLAN

1. What specific actions will help you achieve your goal?
2. What first steps could you take?
3. Who can support you in moving forward?
4. How can I help you stay on track?
5. What practice would you like to give yourself as homework?
6. When should we touch base again?

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## YOUR TURN

1. Form a pair
2. Choose who will be client, who will be coach
3. Take 8 minutes to practice the beginning of a FUEL session. Don't expect to get beyond F and U, but if it flows to E and L, go ahead
4. Coach summarizes to get understanding
5. Then we'll debrief

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## FRAME THE CONVERSATION, UNDERSTAND THE CURRENT STATE

1. What would you like to focus on?
2. What would you really like to walk away with?
3. Do you just want to vent, or do you want to solve? Either is fine.
4. How do you see this situation? What is happening?
5. What makes this challenging?
6. What impact is this having?
7. What in this is yours to control?
8. What is the consequence if nothing changes?

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## EXPLORE THE DESIRED STATE, LAY OUT A SUCCESS PLAN

1. What would you like to see happen here?
2. What approaches might you take?
3. What might get in your way?
4. How will you measure success?
5. What specific actions will help you achieve your goal?
6. What first steps could you take?
7. Who can support you in moving forward?
8. How can I help you stay on track?

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## DEBRIEF

### Clients,

- What did you notice?
- What were some really good questions you heard?
- What if anything did you discover?

### Coaches,

- What was easy in this for you? What was hard?
- How did you feel during this?
- What did you notice your mind doing while you were aiming to stay present with the client?

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## CHOOSING A COACH

1. Subject matter expertise **vs.**
2. Emotional and energetic fit
3. If you're lucky: **both/and**

International Coach Federation  
[www.coachfederation.org](http://www.coachfederation.org)

Check experience, satisfied client list

Distinguish between coaching and advising

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## DEEP BOW TO:



- Ann B. Deaton, Ph.D, PCC
- Jean B. Gasen, Ph.D, PCC. senior consultant, Virginia Commonwealth University
- Leni Wildflower, Ph.D., PCC
- Martha Beck, Ph.D.
- Koelle Simpson, Koelle Institute for Equus Coaching
- Gretchen Pisano, PLink Center for Excellence

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