Using a Coaching Mindset to Increase Team Performance

Leadership is a process of influence, which catalyzes the efforts of others, towards the achievement of a goal.

~ UPenn Leadership Institute

<table>
<thead>
<tr>
<th>Style</th>
<th>Coercive</th>
<th>Affiliative</th>
<th>Democratic</th>
<th>Pacesetting</th>
<th>Coaching</th>
</tr>
</thead>
<tbody>
<tr>
<td>MO</td>
<td>Demands compliance</td>
<td>Creates harmony</td>
<td>Builds consensus</td>
<td>Sets high standards</td>
<td>Develops people</td>
</tr>
<tr>
<td>Says:</td>
<td>Do what I tell you</td>
<td>Let's be friends</td>
<td>Let's vote on it</td>
<td>Do as I do</td>
<td>How can we solve this?</td>
</tr>
</tbody>
</table>

Adaptive Leadership

<table>
<thead>
<tr>
<th>Style</th>
<th>Coercive</th>
<th>Affiliative</th>
<th>Democratic</th>
<th>Pacesetting</th>
<th>Coaching</th>
</tr>
</thead>
<tbody>
<tr>
<td>MO</td>
<td>Demands compliance</td>
<td>Creates harmony</td>
<td>Builds consensus</td>
<td>Sets high standards</td>
<td>Develops people</td>
</tr>
<tr>
<td>When to Use</td>
<td>In a crisis</td>
<td>Heal rifts in a team</td>
<td>Help people during times of high stress</td>
<td>For tactical decisions</td>
<td>To get quick results from highly motivated teammates</td>
</tr>
</tbody>
</table>
Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.

Jack Welch
Businessperson, author, former CEO of GE

---

Coaching (noun)
Coaching is unlocking a person’s potential to maximize their own performance.

~International Coach Federation

Today’s Topics

• Accelerating learning with a coaching approach
  • What it is...
  • What it’s not...
  • Why it matters...
• Applications
• Coaching ourselves as leaders
Demonstrated Impact
1. Talent attraction
2. Retention
3. Succession planning
4. Faster and better decision-making
5. Higher degree of ownership (linked to engagement)

Coaching through observation and feedback

The Power of Observation

The quintessential “F” word
Feedback is.....?

Discouraging Feedback
Do you have any questions?
What do you think of the plan?
Does this sound like it would work?

Encouraging Feedback
What questions do you have?
What are some things I've missed?
What are three ways this could fail?
If you want to get in the excellence business, here is some language to try

<table>
<thead>
<tr>
<th>Instead of</th>
<th>Try</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can I give you some feedback?</td>
<td>Here’s my reaction.</td>
</tr>
<tr>
<td>Good job!</td>
<td>Here are three things you did that really worked for me... What were you thinking about when you did them?</td>
</tr>
<tr>
<td>You need to improve your communication skills.</td>
<td>Here’s where I got lost.</td>
</tr>
<tr>
<td>You lack strategic thinking.</td>
<td>I’m struggling to understand your plan.</td>
</tr>
<tr>
<td>You should do x (in response to a request for advice).</td>
<td>What’s the biggest challenge for you here? What have you done in the past that’s worked in a similar situation?</td>
</tr>
</tbody>
</table>

Factors Driving Engagement

1. Competency and the ability to measure our own performance
2. Relatedness - to know and be known - especially by our boss
3. Contribution - to have impact

The power of questions
“It is not the answer that enlightens, but the question.”

~Eugene Ionesco

What effect do questions have on our brain?

A COACHING APPROACH

1. What are we aiming for; what’s the outcome we want? (Or - here is what success looks like.)
2. Where are you in relation to the target?
3. What do you need to resolve in order to hit the mark?
4. What are the steps in the process?
5. Where should you start?
6. When will you take that step?
7. What support do you need?

Most people don’t listen with the intent to understand; they listen with the intent to reply. Huh?
Observation + Question Model for Correction

• Begin with the standard or expectation
• Describe the performance gap
• Explain the significance of the gap
• Ask your employee what they will do to bridge the gap? By when?
• Set a date to review progress

Coaching ourselves

Leveraging the ‘space’

• What’s in the best interest of the department/city/community?
• What would make us better?
• If I do/say this, what will the impact be? Does it move us forward? Backward? Keep us stuck?
• What’s the most impactful thing I could do right now?

Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.

Viktor E. Frankl

Consider: How do I want to respond?
A coaching story...

Q&A

Resources
- "Greatness" - Captain L. David Marquet (TED)
- Turn the Ship Around - Captain L. David Marquet (Amazon)
- "Leaders who coach are creating better workplaces, and so can you" - Saba Imru-Mathieu (TED)
- "The Difference Between Coaching and Teaching" - Atul Gawande (HBR)
- The Coaching Habit: Say Less, Ask More and Change the Way You Lead Forever - Michael Bungay Stanier (Amazon)

Thank you for having me here today...have a great seminar!