Coaching Conversations

The Art and Science of:
• Building Relationships
• Developing Skills
• Improving Performance
Coaching Conversations
Skill Development

Ask Questions  Listening  Feedback  Reflection
Building Relationships....Why?

**Relationships**
- Interconnectedness

**Engagement**
- Job satisfaction
- Retention
- Commitment
- Discretionary Effort

**Performance**
- People: Organization, Team, Individual
- Quality of Business Processes: Efficient & Effective
What does the learning experience look like?

Who is setting the agenda?

Source: Jonathan Reitz, CoachNet.org
Why is it so hard to ask questions?

Source: A More Beautiful Question by Warren Berger
Role of Coach: Why are you asking questions?

1. Learning
2. Developing
3. Advise
4. Direct

What have you noticed about your intention and the nature of the questions you ask?
That department has had poor results for years.

1. Generate 3 questions.

2. Identify each as open or closed.
   - Open = typically generates further dialog
   - Closed = typically answer with yes or no

3. Change closed to open.

4. Enter in the chat one question that is open and can invite a collaborative and productive conversation.

Source: Right Question Institute; rightquestion.org
Listening

Questioning  Listening
Listening as a Coach

- Active Listening
- Body Language
- Perspective
Please Pass the Butter!
Video Debrief: What does listening look like?

- What did you notice in the video?
- What behaviors did you observe?
- What body language did you see/hear?

What do you notice in your own conversations?
# Listening Check-In: What do You Notice?

<table>
<thead>
<tr>
<th>Habit</th>
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<tr>
<td>I interrupt others when they are speaking.</td>
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<td>When speaking with another person, I finish his/her sentence.</td>
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<td>In conversations, my attention turns to my own thoughts.</td>
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<td>I make quick judgments while listening to others.</td>
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<td>I jump to the solution or conclusion quickly when someone else is talking.</td>
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<td>I do more talking vs. listening to what someone has to say.</td>
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<td>I look at my phone or computer when talking to someone.</td>
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Feedback

OFFERING

RECEIVING
Feedback Self-Reflection
Think of a time feedback was...

Offered
What was your intention?
Did behavior change?
What was the impact?

Received
Was the intention clear?
Was there behavior change?
What was the impact?
WHAT DOES WORK
One Model for Feedback

1. Describe the observable facts
2. Describe the impact on team/organization
3. Consider, how have I contributed to this situation?
4. Ask for ideas for change

Source: Conversations Worth Having by Jackie Stavros and Cheri Torres
Scenario 1

Lisa’s work is incomplete and not in line with what her boss expects.

Kurt (her boss) asks for a meeting and says, “You need to up your game. This document you gave me is missing a lot. I’m really disappointed.”

Source: Conversations Worth Having by Jackie Stavros and Cheri Torres
Scenario 2: Lisa’s work is incomplete and not in line with what her boss expects.

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<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<tbody>
<tr>
<td>Describe the observable facts</td>
<td>Impact on team/organization</td>
<td>Consider how you have impacted.</td>
<td>Ask for ideas for change</td>
</tr>
<tr>
<td>When I read the document you just gave me, I see it’s missing some things.</td>
<td>We need to make corrections, and this will delay the project.</td>
<td>I don’t think I set clear expectations. What do you think?</td>
<td>What ideas do you have so we avoid this in the future?</td>
</tr>
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Source: Conversations Worth Having by Jackie Stavros and Cheri Torres
System View: Information Flow

- Question
- Listening
- Feedback
Coaching: Self as an Instrument for Change

Time to Look in the Mirror

“Who we are is how we lead.”
-Brené Brown
Why Reflect?

- Careful analysis of thoughts, emotions and behaviors
- Leads to learning
- Which leads to development of Self
Reflection is Key to Learning
Reflection is not...

- Worrying
- Ruminating
- Obsessing
- Strategizing
- Blaming
- Wishing
- hoping
- Day Dreaming
Why don’t we make time for Reflection?

- Bias towards action and constant movement
- Not sure how to do it
- Feels messy, uncomfortable
- Not used to feeling emotions like shame, embarrassment, guilt
- Don’t make the time
Reflecting like a Scientist

**Experiment:**
What specifically did you try (listening, inquiry, feedback)?

**Hypothesis:**
What did you think would happen?

**Evidence:**
What actually happened?

**Reflection:**
What did you learn?
1. What is the Target for this Learner/Improver?

2. Where are they now?

3. What obstacles are keeping them from operating according to the target?

**Experiment:**
What is my next step as a Lean coach?

**Hypothesis:**
What do I think will happen?

**Reflection:**
What did I learn?

**Evidence:**
What actually happened?
Reflection IS Your Role as a Coach:

How do you help others practice reflection?

If your inquiry doesn’t lead to reflection (by you or the other person), is it a good question?
Socio-technical systems

Coaching Skills Integrated with Tools

- Value Stream Mapping
- A3 thinking
- 5 whys
- PDSA
Reflections and Next Steps

Reflection
ONE KEY TAKEAWAY

Practice, Practice, Practice

Get a Coach Be a Coach
JOIN US IN OUR MASTERY PROGRAM