

Dorsey Sherman
Modeleconsulting.com



Coaching Conversations

The Art and Science of:

- Building Relationships
- Developing Skills
- Improving Performance



Toni Benner
Tonibenner.com

Coaching Conversations Skill Development



Ask Questions



Listening



Feedback



Reflection

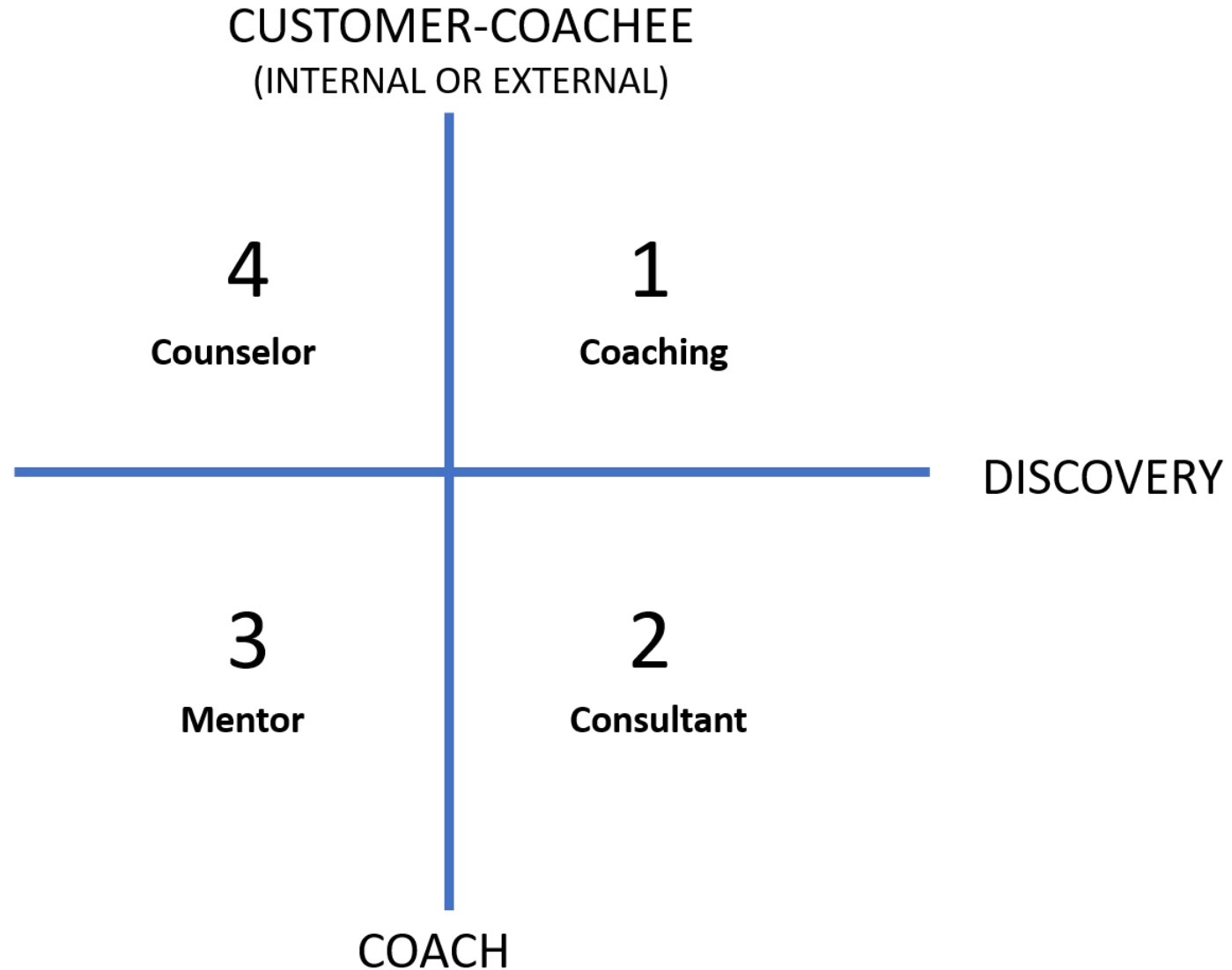
Building Relationships....Why?



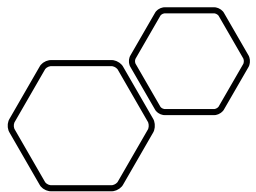
Relationships

What does the learning
experience look like?

TEACHING



Who is setting the agenda?



Ask Questions

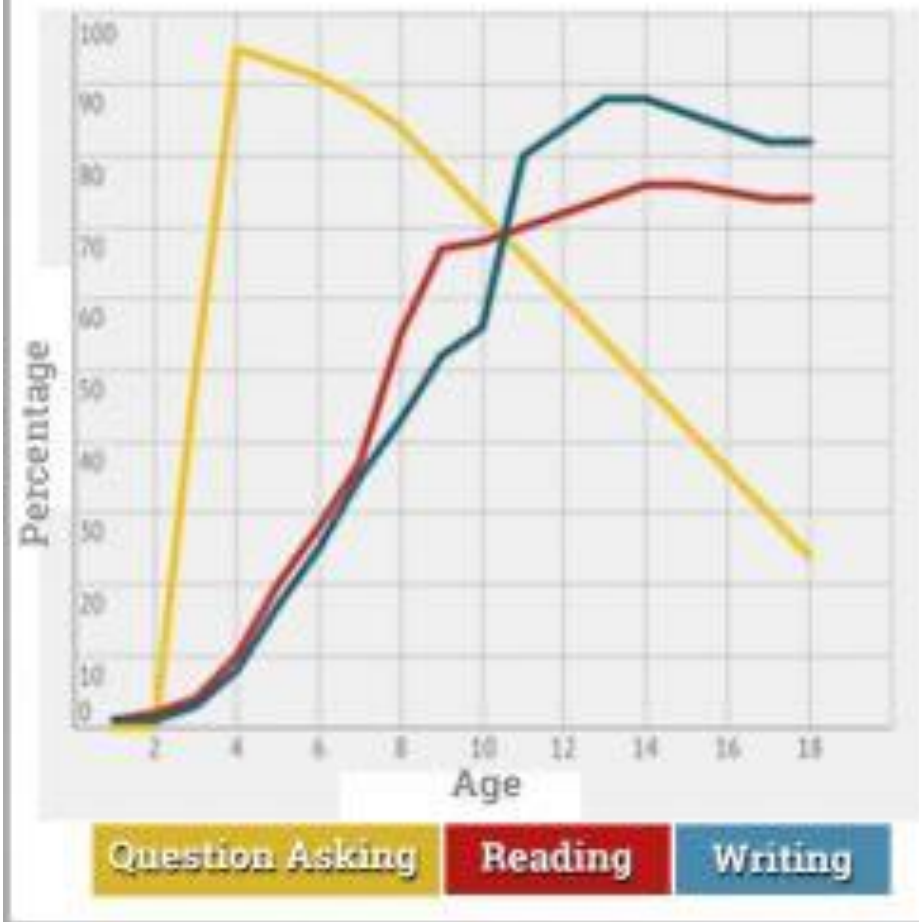


Question



Inquiry

Why does kids' questioning drop off after age 5?



Why is it so hard
to ask questions?

Role of Coach: Why are you asking questions?

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

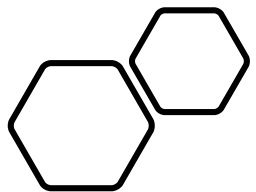
What have you noticed about your intention and the nature of the questions you ask?



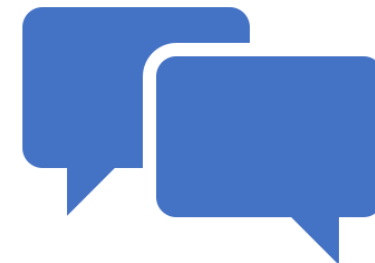
Practice Formulating Questions

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.

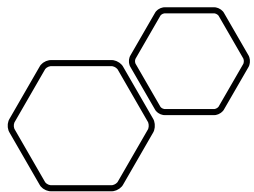


Listening



Questioning

Listening



Listening as a Coach

Active
Listening

Body
Language

Perspective



Listening Video

[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?

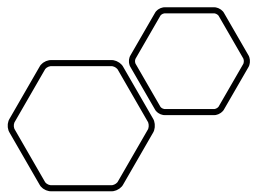


What do you notice in your own conversations?

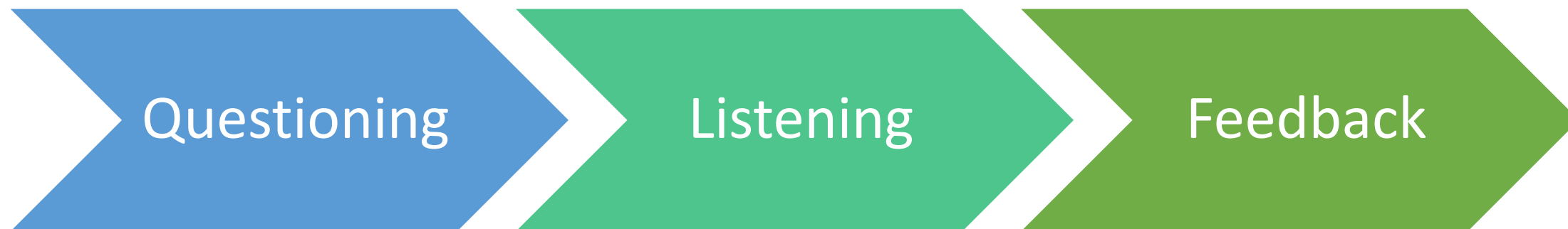
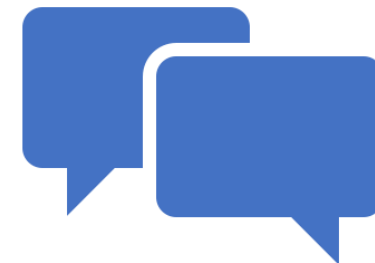


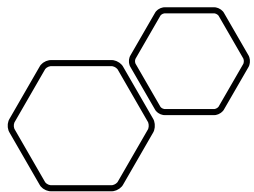
Listening Check-In: What do You Notice?

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



Feedback





Feedback



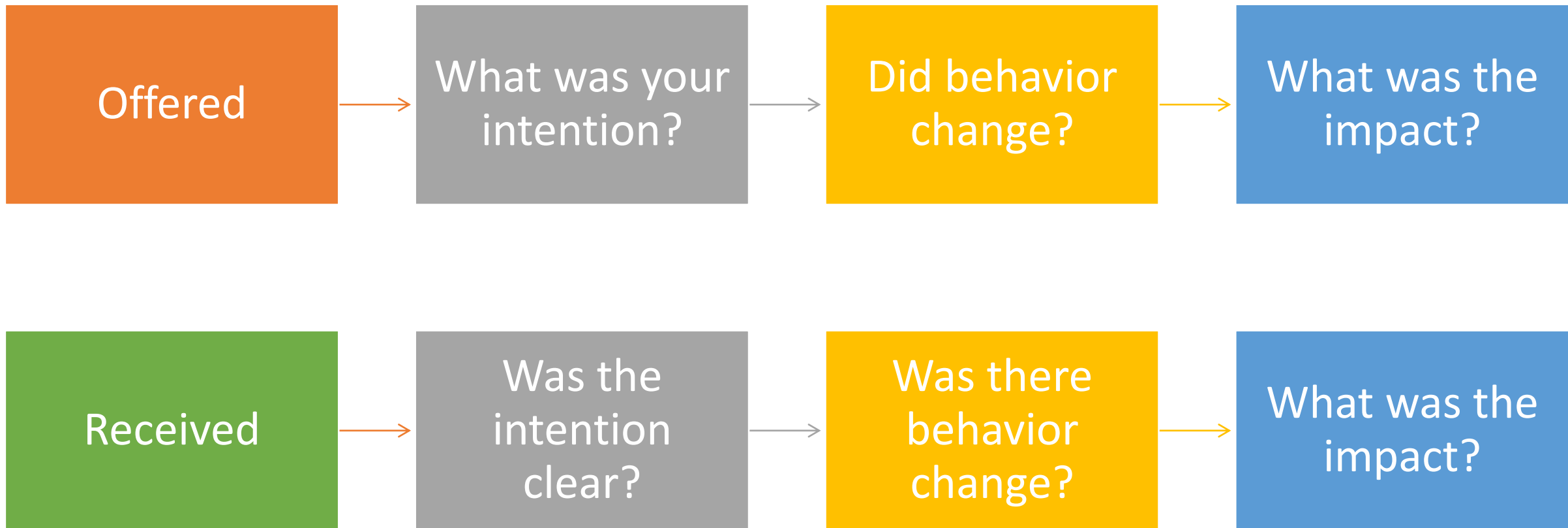
OFFERING



RECEIVING

Feedback Self-Reflection

Think of a time feedback was...



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

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.”

Scenario 2: Lisa's work is incomplete and not in line with what her boss expects.

1

Describe the observable facts

When I read the document you just gave me, I see it's missing some things.

2

Impact on team/organization

We need to make corrections, and this will delay the project.

3

Consider how you have impacted.

I don't think I set clear expectations.

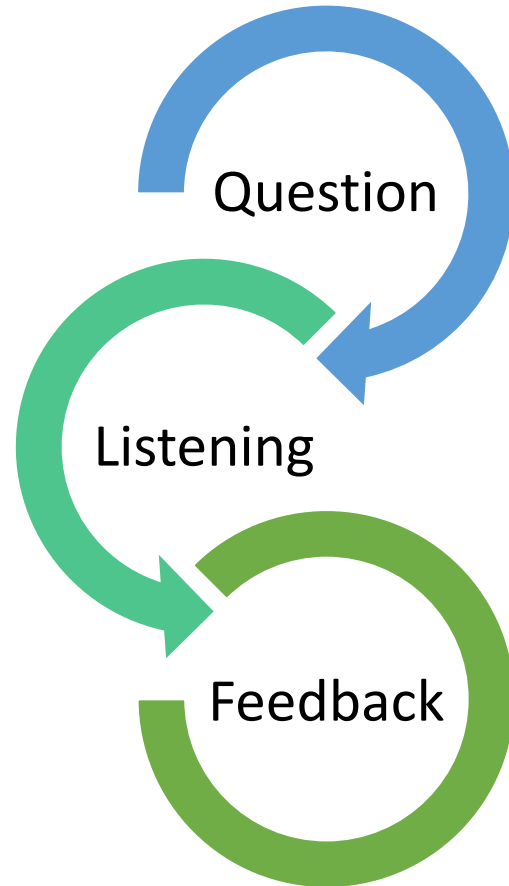
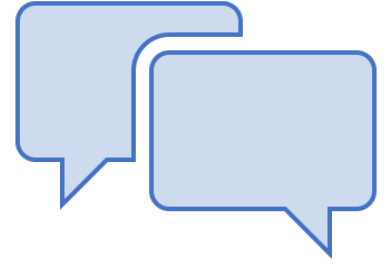
What do you think?

4

Ask for ideas for change

What ideas do you have so we avoid this in the future?

System View: Information Flow





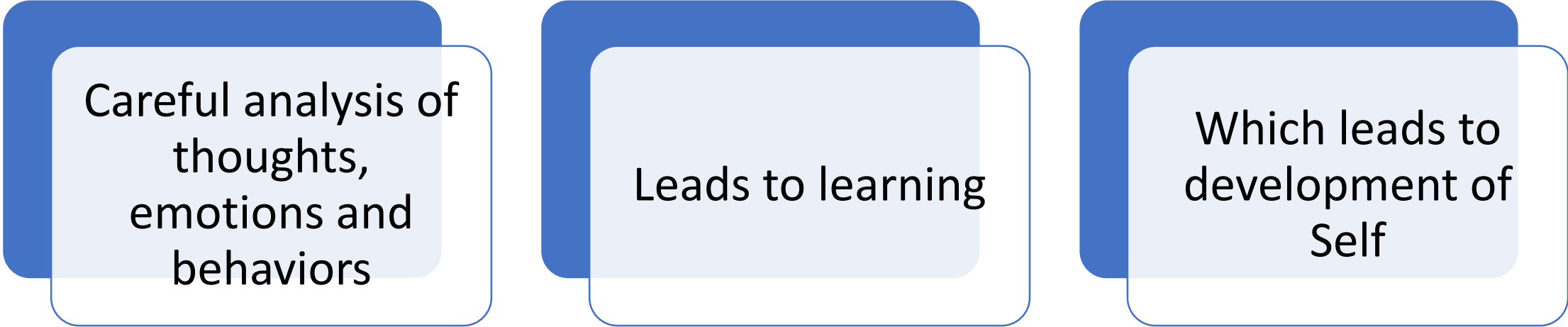
Coaching: Self as an Instrument for Change

Time to Look in the Mirror

“Who we are is how we lead.”

-Brené Brown

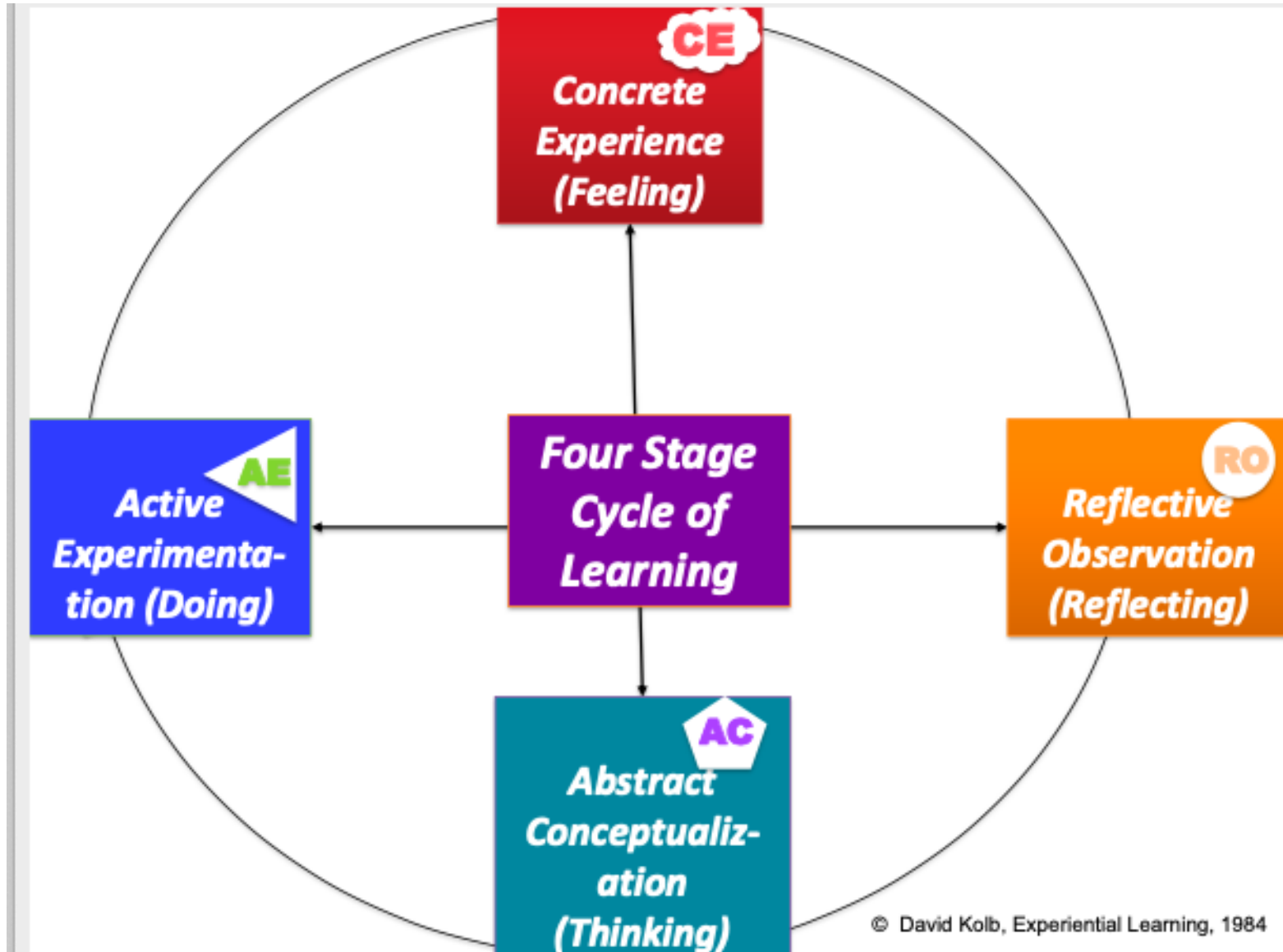
Why Reflect?



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

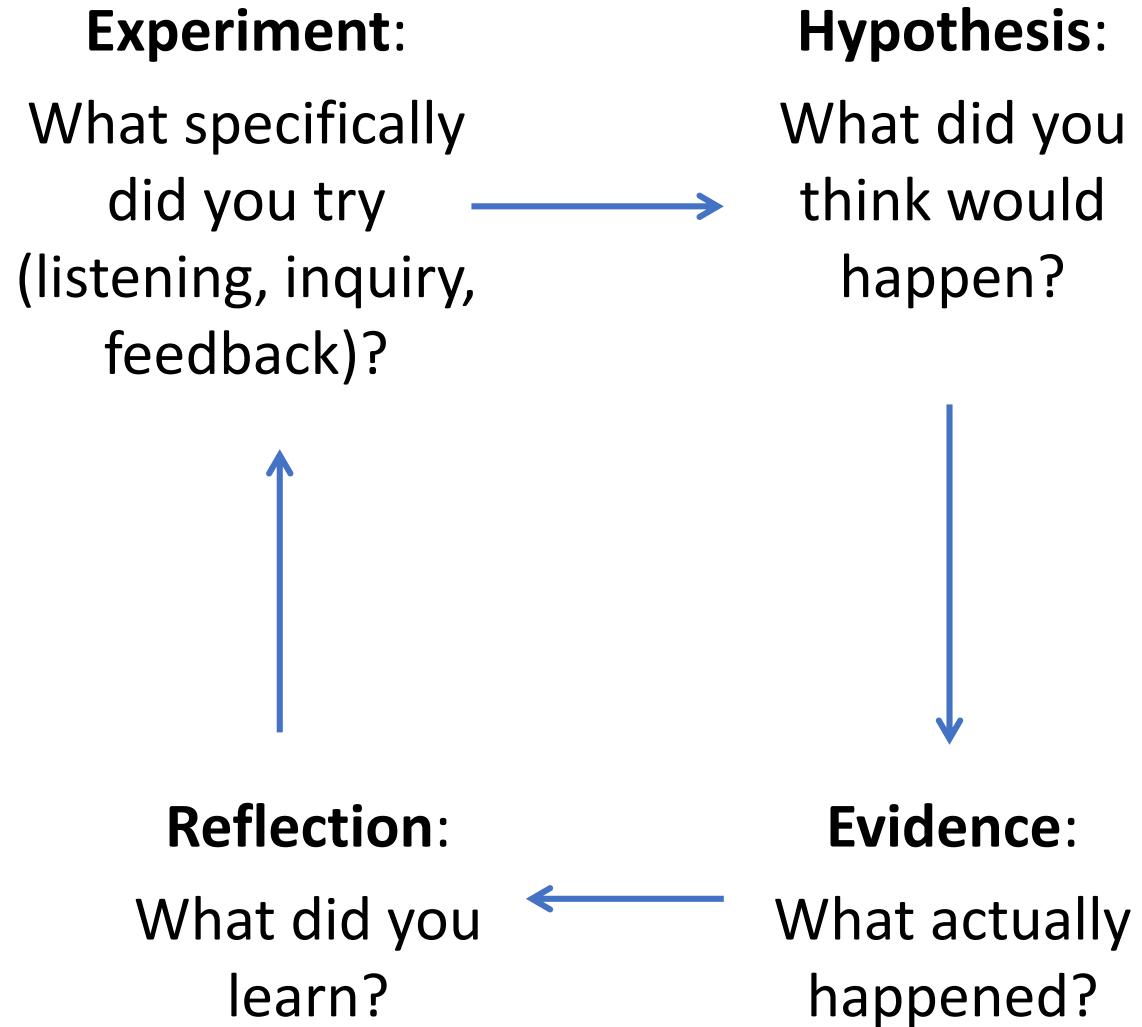
Why don't we make time for Reflection?



- 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



Lean Coaching & Reflection

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?

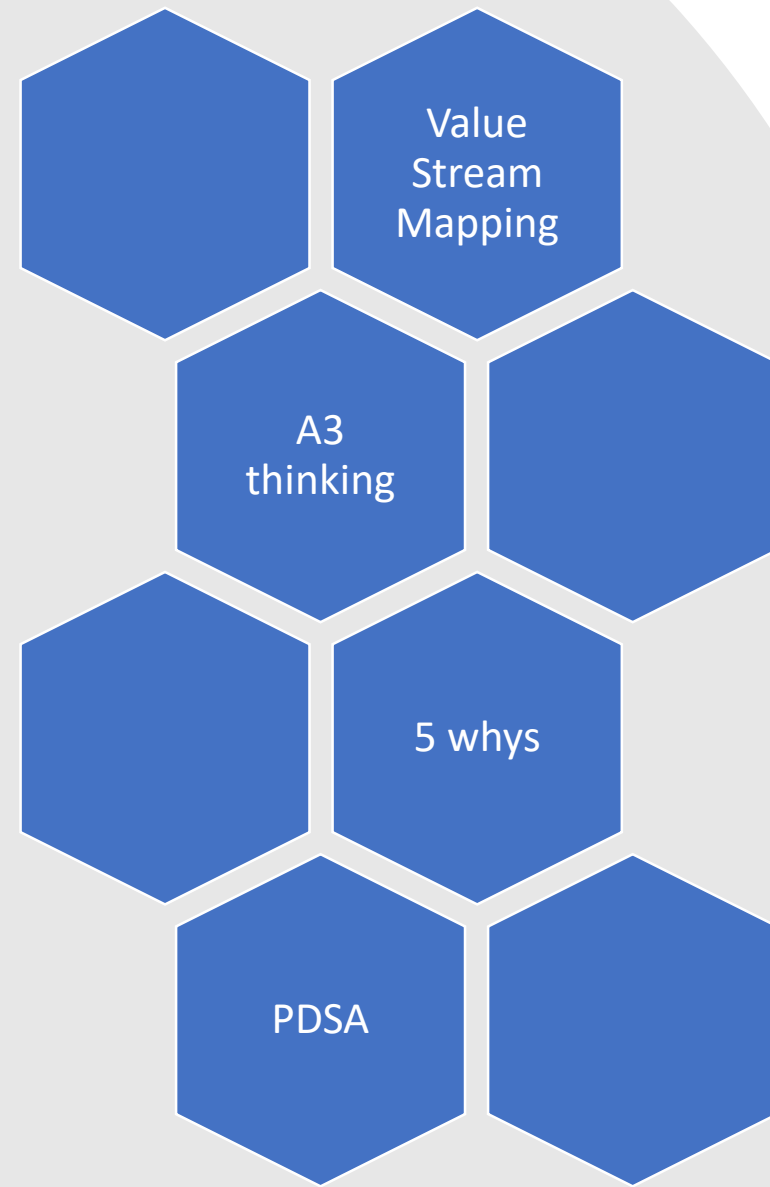


Reflection IS Your Role as a Coach:

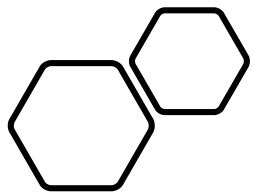
How do you help others practice
reflection?

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



Reflections and Next Steps



REFLECTION

ONE KEY TAKEAWAY



PRACTICE, PRACTICE, PRACTICE



GET A COACH BE A COACH

JOIN US IN OUR MASTERY
PROGRAM