



INTRODUCTION TO ESSENTIAL COACHING SKILLS FOR LEADERS



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Commodities Futures Trading
Commission

A nine- hour introductory coaching skills program for leaders who want to integrate a coaching approach into their leadership style for greater effectiveness in building trust, engagement and accountability.

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WELCOME

Before you go further, please take a moment to answer the questions below. Please be sure you do this prior to joining your first class in Essential Coaching Skills for Leaders.

1. Define coaching as you understand it today.
2. What is a coach's role?
3. Why are coaching skills increasingly essential for professionals who intend to impact the organizations in which they work, and for leaders at all levels throughout an organization?

INTRODUCTION

What is Coaching - Really?

In order to appreciate why a coaching approach is significant for organizational leaders and culture-shapers, you need to understand what coaching is and how it is distinct from other approaches.

The term "coach" has become hot in today's business market. More and more people call themselves coaches, many of whom have little or no formal training or credentialing. As a result, people get mixed messages about what coaching is and isn't. The definition of "coaching" seems to be a moving target.

The Truth About Coaching

If you think coaching is all about results, you aren't alone. While performance and accomplishment are part of coaching, the truth is:

Coaching is essentially about human development.

The most effective coaching incorporates the understanding that **sustainable, measurable results require internal changes in the personnel involved**. In order for organizational change to occur **and** last, the people living into that change need to be able to:

- ✓ Shift perspectives,
- ✓ Expand what they understand to be possible, and
- ✓ Evolve their thinking and behavior.

In other words, if you try to force change without fostering the human development required to support the change, it is like trying to build a multi-story building on a foundation designed for a much smaller structure. You may succeed in getting the walls and roof in place, but over time, the foundation will crumble and ultimately, so will your building.

The cost to your organization can be crippling when this occurs, with a cascade effect reaching far beyond project delays, cost overruns and diminished customer satisfaction. Morale suffers and

employee engagement plummets. Innovation gives way to self-protection. Initiative withers, to be replaced by growing apathy.

A coaching approach develops the internal structure needed to support organizational evolution.

Coaching does this by engaging “coachees” in a dialogue based in exploration and discovery. Using specific skills, coaches help coachees gain more access to their creative thinking and develop greater resilience for meeting challenges.

Neuroscience now gives us hard data related to brain function, showing why coaching helps people access more of their “best” as they identify and live into expanded possibility. People living in the stress response of “fight or flight” are automatically operating from a portion of the brain that does not support strategic thinking or even the ability to connect effectively with others.

Through the exploration and discovery dialogue, and resulting insight and growth, coachees can learn to shift from an ineffective, reactive state to one that allows them to bring their creative resourcefulness and ability to engage “back on line.”

What Coaching is – and Is Not

Coaching IS a dynamic that occurs in present moment between two people, when there is clear agreement that one will support the other's development via self-exploration, discovery, insights, shifts in perspective, and empowerment.

Coaching is NOT telling someone else what to do, how they should feel, or who they should be.

A coach IS a catalyst for growth and learning in support of achieving and sustaining desired change.

A coach is NOT your mother, father, best friend, babysitter, therapist, conscience, Boss of Your Life, the ultimate authority on your well-being.

A coach DOES:

- ✓ Provide feedback
- ✓ Question to evoke self-exploration
- ✓ Celebrate your forward movement
- ✓ Challenge self-awareness
- ✓ Encourage self-responsibility
- ✓ Support self-empowerment

A coach does NOT:

- ✓ Tell you what to do
- ✓ Control you or in any way violate your free will
- ✓ Explore why your mother yelled at you when you were a child
- ✓ Get into victimhood/co-dependency/co-addiction with you
- ✓ Give you the answers to the questions of your life
- ✓ Assume responsibility for your choices in any way

A coach MODELS:

- ❖ Compassionate detachment
- ❖ Genuine and loving curiosity
- ❖ Maturity and lightness
- ❖ Discernment and gracefulness
- ❖ Masterful and insightful communication skills including gracious, direct truth-speaking

Coaching and Mentoring

Coaching and mentoring can resemble each other, but they differ in at least one significant respect. Mentoring relies on the mentor's expertise based in having had personal experience relative to what the mentee seeks.

For example, if you have learned how to be successful within a specific role in your organization, you can impart the knowledge you have gained to someone else who is junior to you.

By contrast, a coach does **not** rely on topical or situational expertise. Using a coaching approach and skills, a coach will help you explore your thinking, identify your options and developmental needs, and assist you in creating a strategy to achieve what you desire.

The coach will also invite you to explore how you remain accountable to yourself in your journey toward a goal.

Finally, a coach will use all of the process, from initial exploration to celebration of achievement, to support your growth and learning, and in so doing, build confidence and resilience so you can **continue** to achieve.

Coaching and Change

People often employ an externalized focus in working to bring about change. Generally, the result is little more than temporary symptom management brought about by the BandAid™ of pattern replacement.

A masterful coach/leader/culture-shaper understands lasting change requires **more** than an overlay or veneer of new information and new skills. In other words:

Giving people new information and skills without creating an internal foundation from which to use those new tools is like applying a coat of fresh paint on a building to compensate for a cracked foundation.

Coaching and Noticing

Your capacity for noticing is based on:

- your self-awareness and attunement,
- how present you are in the moment, and
- practice.

In other words, show up first and get fully present with yourself in order to develop your capacity for noticing. Think of this as a process of expanding your personal bandwidth.

Coaching requires you to broaden your capacity for noticing. This means noticing consciously, or being aware and intentional about your noticing.

- Masterful coaches/leaders/culture-shapers have expanded bandwidth or capacity for noticing
- They use that noticing to inform their curiosity
- This in turn shapes their listening, questioning and language.

The noticing begins with you – what you notice about yourself.

As someone who seeks to bring forth the best in others, what do you need to notice?

Write your thoughts in the space below.