

COACHING

The Human Resource

2008

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Presenters

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What is Coaching?

Coaching is a powerful alliance designed to forward and enhance the lifelong process of human learning, effectiveness and fulfillment. It co-actively involves both the coach and 'client' in helping the 'client' find what they want in life, and then identifying how to get there. Coaching is "Clarity, Focus and Action" – getting clear on what you want, focusing on the steps to get there, and then actually doing something!

There is often confusion between coaching, counseling, consulting and mentoring; it's important to understand the distinctions between these four unique approaches.

Each approach is highly valuable and worthwhile. While they all may have some common threads each one addresses a different need.

How is coaching different than counseling or therapy?

Counseling, or therapy, often looks to the past in order to discover, heal and understand. Coaching, on the other hand, looks to the future in order to make a good life even better. In coaching, the starting point is the client's desire for personal and professional success. Coaching focuses on forwarding all aspects of the client's life to extraordinary. Coaching is not about how you came to be who you are; it's about getting you from where you are now to a future that you want.

How is coaching different than consulting?

A consultant is an expert who dispenses advice and has answers. The consultant holds the agenda, imparts knowledge and offers suggestions to improve effectiveness and increase success. Coaching sees the client as creative, capable, intelligent, and having answers within themselves or the resources to find them. Coaches act on the premise that the definitive expert regarding your life and work is you.

How is coaching different than mentoring?

A mentor often has many more years of experience than the person being supported. Mentoring is akin to role-modeling where the client see attributes, qualities or abilities in the mentor that he/she wishes to learn or emulate. Coaching is a partnering of two equals which focuses on the unique and intrinsic qualities already within the client that may not be recognized or appreciated. The coach helps the client affirm and embrace their own true self.

Listening

Everything in coaching hinges on listening – especially listening with the clients' agenda in mind. The coach is listening for signs of life, the choices clients are making, and how those choices move them toward balance or away. Listening is the gate through which all coaching passes.

There are two aspects of listening in coaching:

1. *Attention* – awareness of what we receive through our senses (hearing, seeing, and intuition). We are attentive to all the information we are receiving. We notice the breathing on the phone, the pace of delivery, the modulation of the voice. We sense the pressure behind the words – the voice may be soft- or hard-edged, tentative or enraged.
2. *Impact* – what we do with our listening. What impact is the coach having on the client? How the coach listens and what they do with that listening impacts the client.

Three Levels of Listening

Level 1: Internal Listening

- Attention is on ourselves – on the sound of our own inner voice.
- Listening to our own thoughts, opinions, judgements, feelings and conclusions.
- Appropriate level for the client.
- When the coach is in Level 1, they are unaware of the client and unaware of their impact on the client.

Level 2: Focused Listening

- Attention is a sharp focus on the other person – listening is directed at the client.
- Listening for words, expression, emotion, what they don't say, values, vision and what makes them energetic.
- Impact is on the client – are they coming alive or are they becoming withdrawn?

Level 3: Global Listening

- Attention is soft focus; listening at 360 degrees.
- Awareness includes everything: What you see, hear, smell, and feel.
- Gives greater access to your intuition.
- Coach is aware of their impact on the client and can dance with it.

Powerful Questions

| | Powerful | Not Powerful |
|------------------------|--|--|
| Characteristics | <ul style="list-style-type: none"> ✓ Short ✓ Simple ✓ Open-ended (how, what, who, when) ✓ Curious | <ul style="list-style-type: none"> ✓ Long ✓ Complex ✓ Multiple, serial ✓ Yes/No response ✓ Disguised solution |
| Impact | <ul style="list-style-type: none"> ✓ Client does the work ✓ Client understands bigger picture ✓ Client creates learning from their experience ✓ Client commits to action | <ul style="list-style-type: none"> ✓ Coach does the work ✓ Client gets coach's knowledge ✓ Client becomes resistant |

Sample Questions

- What do you want?
- What is important to you?
- What will that get you?
- How will you know (you have what you wanted)?
- What or who can assist you?
- What are some options?
- What can you learn from this?
- What will you do? By when?

Reduce or eliminate questions that begin with *would, could, did, do, don't, have* – they lead to yes/no responses. Questions that begin with “why” lead to explanations and focus on the problem.

Powerful Questions

Defining a Preferred State

1. What is it that you hope to achieve?
2. What would be your ideal scenario?
3. What would you like to see happen?
4. What would be the best situation for you?
5. What is your ultimate hope?
6. What outcome would be ideal?

Getting Focused

7. What are the ramifications of the outcome?
8. What options are available to you?
9. What is the upside of the outcome?
10. What is the downside of this outcome?
11. What is standing in your way?
12. What barriers do you have to overcome to achieve your ideal outcome?
13. What is really important to you?

Action

14. What could you do to make this happen?
15. What steps will you take?
16. What are you doing to make this happen?
17. What do you still need to do to make this happen?
18. What is your timeframe?
19. When will you do XXX?

Follow Through

20. How will you know this is working?
21. What impact will say you've been successful?

Accountability

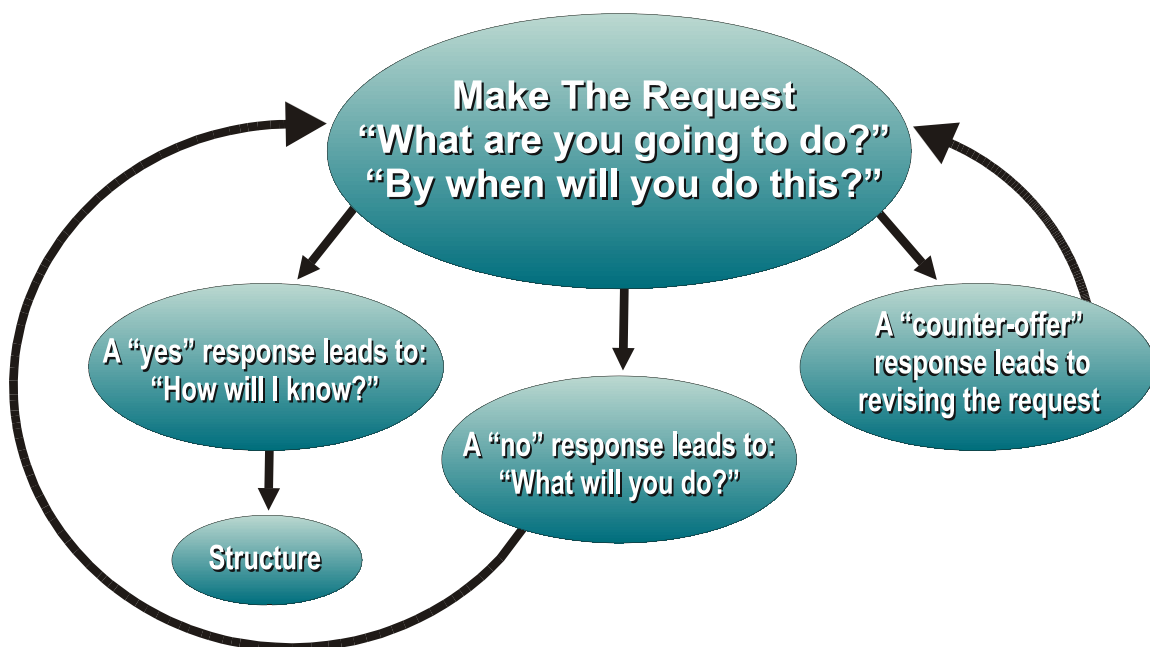
Accountability is having your clients account for what they said they were going to do. It is determined by three questions: 1) What are you going to do? 2) By when will you do this? 3) How will I know? Accountability does not involve blame or judgment. Rather, the coach holds the client accountable to the client's vision or commitment and asks the client to account for the results of the intended action. If need be, holding the client accountable includes defining new actions to be taken.

Accountability makes the process of change more tangible, more focused, more disciplined. Consequently, the process of change is also more successful.

The coach and client set up the reporting process for accountability. The object is action and learning, not specific results. The client can learn as much from failure as from accomplishment.

To be accountable means simply that: to give an account. What worked? What didn't work? What happened? What would you do differently next time?

The Accountability Process



Coaching Skills List

- Accountability: Accountability is having your clients account for what they said they were going to do. It stems from three questions: 1) What are you going to do? 2) By when will you do this? And 3) How will I know?
- Acknowledgement: Acknowledgment addresses the Self and who the client had to be in order to accomplish whatever action he or she took or awareness he or she achieved. It is the articulation of your deep knowing of the other.
- Powerful questions: Provocative, open-ended and inviting. The invitation of the question has clients go looking in a certain direction, but the invitation itself has no preconceived conclusion.
- Intruding/Take Charge: It is important to use coaching time for what really matters. If the Coach senses more talking or storytelling than needed, then it is important to intrude, stop, interrupt to check what is important in the story, what is the meaning to the person talking or telling the story.
- Bottom Lining: Brevity and succinctness on the part of both coach and the client. Often used with Intruding.
- Brainstorming: Generation of ideas, alternatives and possible solutions.
- Clarifying: A skill that uses the application of questioning, reframing and articulation when a client is unable to clearly speak what he or she wants or where he or she is going.
- Planning and Goal Setting: The “how to” “get to” the outcome the client would like to achieve. Goals are most helpful when they are measurable, specific, are owned by the client, have a date by which they will be accomplished, and constitute a reasonable stretch for the client.
- Metaphor: Useful in illustrating a point and in a sense, painting a verbal picture for the client.
- Structures: Devices that remind clients of their vision, goals, purpose, or actions that they need to take. Some examples of structures are calendars, messages on voice mail, etc.
- Meta-view: The big picture or perspective.
- 100% Responsibility: Being 100% responsible is conceptual, not mathematical. It is being responsible for your actions (not more, not less) within clear boundaries, aligned with your values and mission. Less than 100% creates complainers. More than 100% creates martyrs.

Values List

| | | |
|---------------------------|-------------------|---------------------------------|
| Accomplishment | Growth | Safety |
| Accountability | Hard work | Satisfying others |
| Accuracy | Harmony | Security |
| Achievement | Honesty | Self-reliance |
| Adventure | Honor | Service (to others, society) |
| Advocacy | Improvement | Simplicity |
| All for one & one for all | Independence | Skill |
| Beauty | Inner peace | Speed |
| Calm | Innovation | Spirit in life |
| Challenge | Integrity | Stability |
| Change | Joy | Standardization |
| Cleanliness | Justice | Status |
| Collaboration | Knowledge | Strength |
| Commitment | Leadership | Success |
| Communication | Learning | Success |
| Community | Love | Systemization |
| Competence | Loyalty | Teamwork |
| Competition | Meaning | Timeliness |
| Concern for others | Merit | Tolerance |
| Content over form | Money | Tradition |
| Continuous | Non-violence | Tranquility |
| Cooperation | Openness | Trust |
| Coordination | Orderliness | Truth |
| Country, love of | Peace | Unity |
| Creativity | Peace | Variety |
| Customer satisfaction | Perfection | Wealth |
| Decisiveness | Personal Growth | Wisdom |
| Democracy | Pleasure | |
| Discipline | Positive attitude | |
| Discovery | Power | |
| Efficiency | Practicality | |
| Encouraging | Preservation | |
| Equality | Privacy | |
| Excellence | Problem solving | |
| Fairness | Progress | |
| Faith | Prosperity | |
| Family | Punctuality | |
| Flair | Quality of Work | |
| Freedom | Recognition | |
| Friendship | Regularity | |
| Fun | Resourcefulness | |
| Generosity | Respect | |
| Global view | Results-oriented | |
| Good will | Romance | |
| Goodness | Rule of Law | |

Adopted from: Roy Posner

Resources

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Acknowledgments

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