



Lead.



Engage.



Thrive.



Coaching Conversations for Goal Setting and Problem Solving & Feedback and Conflict

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- ▶ 20+ years in corporate America, 10 of those as an HR executive
- ▶ Coaching & consulting since 2011
- ▶ A little crazy for education and certifications; I'm working on a Team Coaching Certification right now
- ▶ Cannot resist a bowl of mint chocolate chip ice cream



Libby Dishner, MLHR, PCC
libby.dishner@crescocoaches.com
804.564.2299

**Define coaching in the
workplace.**

Coaching Defined

The Neuroleadership Institute defines coaching as

“...facilitating positive change by improving thinking.”

The Extraordinary Coach

“Interactions that help the individual being coached to expand awareness, discover superior solutions and make and implement better decisions.”

A Model for Coaching in the Workplace



Both commercial and academic literature make a strong argument for the positive results stemming from managers becoming more coach-like.

Coaching has a positive impact on follower trust, affect and work intentions, and ultimately on performance and productivity.

**What do leaders have to do
differently to have
coaching conversations?**

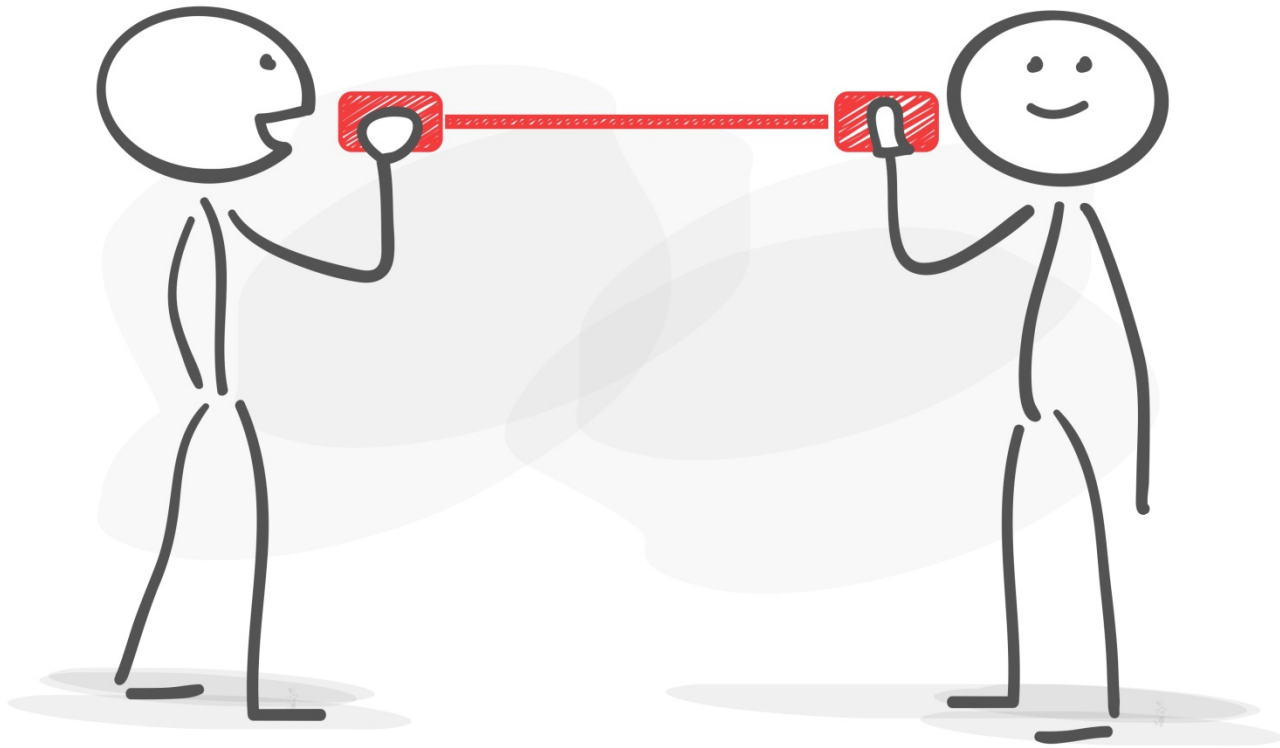
The 3 Skills for Powerful Coaching Conversations

1. Embrace a Growth Mindset
2. Practice Deep Listening
3. Ask Powerful Questions

Growth Mindset



Deep Listening



Powerful Questions



Coaching Conversations for Goal Setting & Problem Solving

Coaching Conversations as an ARIA

Aria
for Cello and Piano

J. S. Bach

Lento

The image shows a musical score for 'Aria for Cello and Piano' by J.S. Bach. The score is written for Cello and Piano. The tempo is marked 'Lento'. The key signature is G major (one sharp). The time signature is 3/4. The score consists of two systems. The first system shows the Cello part with a long slur and the Piano part. The second system continues the Cello part with a slur and the Piano part. Dynamics include *p* (piano) and *f* (forte). Fingerings are indicated by numbers 1, 2, 3, 4, 5. A breath mark is present in the Cello part.

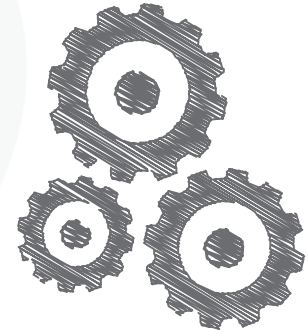
Awareness



- What's going on?
- What are you working on?
- How is that going?
- Where are you stuck?

Reflection

- ▶ What is your goal?
- ▶ What are you trying to accomplish?
- ▶ What are your expectations?
- ▶ What results are you looking for?



Insight



- What do you think will work?
- How many different strategies have you tried?
- What things might be worth trying?
- What else?

Action

- ▶ Now that you've thought about this, what will you do?

TO DO LIST

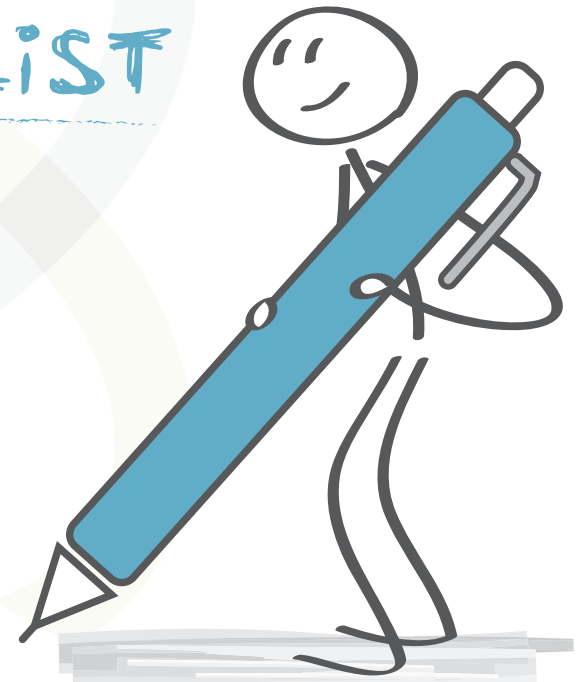
- ▶ What's the best course of action now?

☐☐

- ▶ What's the next best step?

☐

- ▶ How can I help?



Coaching Conversations for Feedback

Awareness for Feedback



From your perspective, how do you think [that situation for feedback] went?

Reflection for Feedback

- What was your goal?
- What was the intended outcome?



Insight for Feedback



- Would you like my perspective?
- Since the outcome wasn't what you'd hoped, what should be done now?
- If you had to do it all over again, what would you change?

Action for Feedback

- What's the best course of action now?

TO DO LIST

- What's the next best step?

☐☐

- How can I help?

☐

Coaching Conversations for Conflict

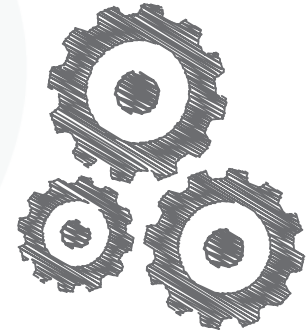
Awareness for Conflict



- From your perspective, what is the main disagreement?
- What is your stance?
- What is [the other person's] stance?

Reflection for Conflict

- What's been discussed thus far?
- What is the business imperative?



Insight for Conflict



- If you were [other person who disagrees], how might your perspective change?
- How might this get resolved?
- What are all the possible next steps?

Action for Feedback

TO DO LIST

- What are you willing to do now? ☐
- How can I help? ☐

☐☐

Bonus Information

Team Coaching 101

Sessions

- ▶ What are the team members expectations of themselves and others?
 - ▶ Confidentiality
 - ▶ Concise Communication
 - ▶ Accountability
- ▶ What model will you use?
 - ▶ GROUP

GROUP the Model

- ▶ **Goal:** Determines the focus of coaching session
- ▶ **Reality:** Raise awareness of present realities
- ▶ **Options:** Identify and assess available options.
Solutions-focused thinking
- ▶ **Understand Others:** Observe of ourselves and others in the group coaching setting
- ▶ **Perform:** Determine next best steps. Develop action plans. Build accountability

Goal



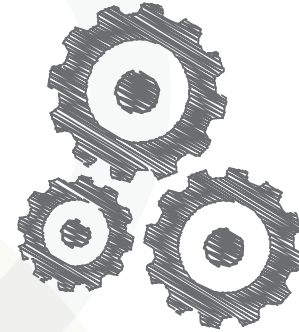
What do you want to achieve this session?

Reality

How have things gone?

What's worked?

What hasn't worked?



Options



What options do you have?

What things might be worth trying?

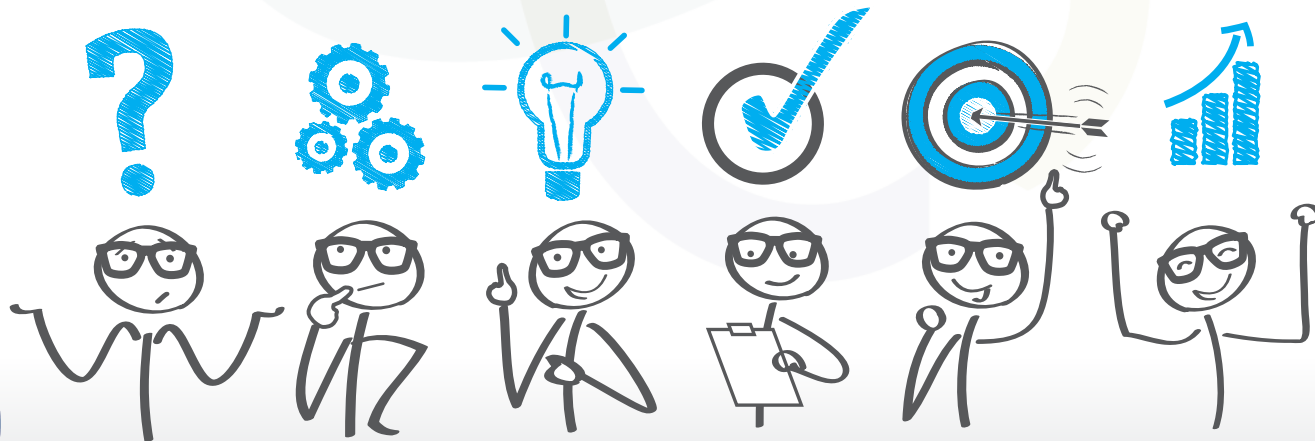
What else?

Understand Others

What is your view on the best option?

What was your internal dialogue when you were listening?

How can you integrate that perspective into your own work?



Perform

What's the most important thing to do next?

What might get in the way?

Who will be able to support you?

TO DO LIST

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References

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