



# Coaching for Engagement: Coaching to Build Capacity

## OUR FOCUS

### Module Objectives

- Recognize the benefits of using a coach approach and the aim of coaching.
- Develop familiarity with the GROW coaching/conversation model and application
- Practice a GROW Coaching conversation to experience the process in its entirety.

### Agenda

- Benefits of a Coach Approach
- The Aim of Coaching
- G.R.O.W. Coaching Conversations
  - Overview and Demo
  - Practice, Practice, Practice

## BENEFITS – LEADER AS COACH?

- Helps us minimize that feeling we need to know it all and have an answer for everything.
- Encourages others to critically think through solutions versus over relying on leadership.
- Tames our Advice Monster by encouraging others to critically think through solutions versus over relying on leadership.





## COACHING TAMES THE THREE ADVICE MONSTERS ANOTHER BENEFIT TO IMPROVE ENGAGEMENT!

- **Tell It Monster** is the loudest one. It convinces us that the only way we add value is to have all of the answers to all of the things. If not, we fail!
- **Save It Monster** is more subtle. It tells us that our only job is to rescue everyone, to not let anybody struggle, stumble or have a difficult time. If anyone does, we fail!
- **Control It Monster** is the sneakiest. It says that the only way we win is to maintain control at all times. If anyone else takes control, we both fail!



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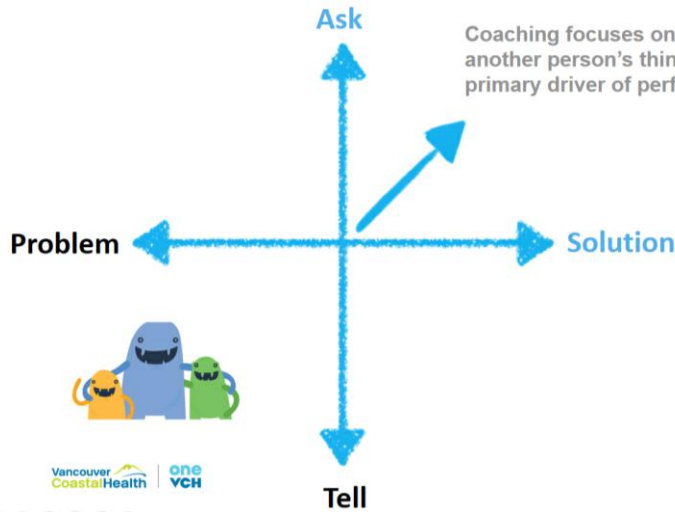
## ADVICE MONSTER DISCUSSION - PAIRS LEARNING ABOUT OUR TENDENCIES

- Share your predominant advice monster with your colleague.
- Tell her/him what situations your advice monster tends to show up most in.
- Share your intentions for using. Describe the actual impact you are having when you tell/save/control.





## LEADERS COACH TO IMPROVE THINKING/INSIGHT



Coaching focuses on shifting another person's thinking as the primary driver of performance.

**“To tell denies or negates another’s intelligence. To ask honours it.”**

- Sir John Whitmore, GROW Coaching Model

## COACH TO IMPROVE THINKING INSIGHT FOCUSED

<i>Insight Focused</i>	Problem Focused
Ask questions to promote their thinking on how to solve the issue.	Ask questions so you can understand the problem and potentially solve it.
Focused on the future and is outcome driven.	Focused on the past or possibly present and is problem solving driven.
Focused on creating personal insights that drive positive action.	Focused on not doing the behaviour again.
Listens for inner potential to coach.	Listens for mistakes in thinking to correct.





## G.R.O.W. Coaching Model

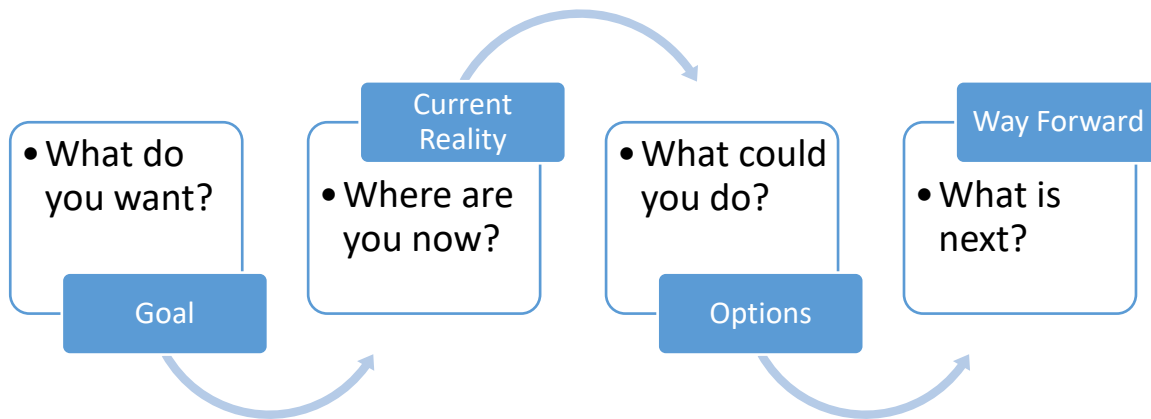
As a leader, one of your most important roles is to coach your people to do their best. By doing this, you'll help them make better decisions, solve problems that are holding them back, learn new skills, and otherwise progress their careers.

The GROW Model is a simple yet powerful framework for structuring your coaching or mentoring sessions.

G.R.O.W. stands for:

- Goal
- Current Reality
- Options (or Obstacles)
- Way Forward or Wrap-Up

A good way of thinking about the G.R.O.W. Model is to think about how to plan a journey. First, you decide where you are going (the goal), and establish where you currently are (your current reality). Then you explore various routes (the options) to your destination. In the final step, you establish the plan, you ensure that you're committed to making the journey, and are prepared for possible obstacles that you could meet on the way.





## G.R.O.W Questions

### G – Goal

What is the goal or the problem the employee is trying to achieve? Ensure the outcome is stated in the positive to build momentum in the right direction.

Sample questions. Adapt to the conversational context:

- What goal are you trying to achieve?
- What is your outcome for this conversation?
- What result are you trying to achieve?
- What is important to you right now?

Ensure you have them articulate the outcome before moving on.

### R – Reality

What is their current awareness of the situation? This is not a rapid fire interrogation. Take your time and give them the time to answer. *Demonstrate curiosity, active listening and ask open questions.*

Sample questions. Adapt to the conversational context:

- Where are you now in relation to your question/goal/problem?
- What have you considered so far? What could you consider now?
- What sources of information have you referred to?

Critical to start building internal problem solving capacity.

### O – Options

Once you both have a clear understanding of the situation, the coaching conversation turns to what the employee can do to reach their goal.

Sample questions. Adapt to the conversational context:

- How have you tackled this/a similar situation before?
- What options are you considering?
- What could you do differently?
- Which option do you believe is the best?

Land on an option before proceeding to taking action.

### W – Way forward

This is the last step in the GROW model. In this step, the “coach: checks for commitment and helps the employee establish a clear action plan for next steps

Sample questions. Adapt to the conversational context:

- What do you think you need to do next?
- What are the first couple of steps you are going to take?
- On a scale of 1 -10 how committed /motivated are you to doing it?

Follow-up and explore learnings or outcomes achieved.



## COACHING TRIADS – 45 MINUTES FACILITATOR SUPPORTED

**Coachee:** Present a real challenge/problem you are facing in under 2 minutes.

**Coach:** Coach with GROW for 9 minutes.

Coach Debrief for 4 minutes

- **Coach:** What did you learn about coaching?
- **Coachee:** What was the impact on you?
- **Observer:** What did you notice about coaching?

OBSERVERS: Keep Time for Each Round



### Notes: