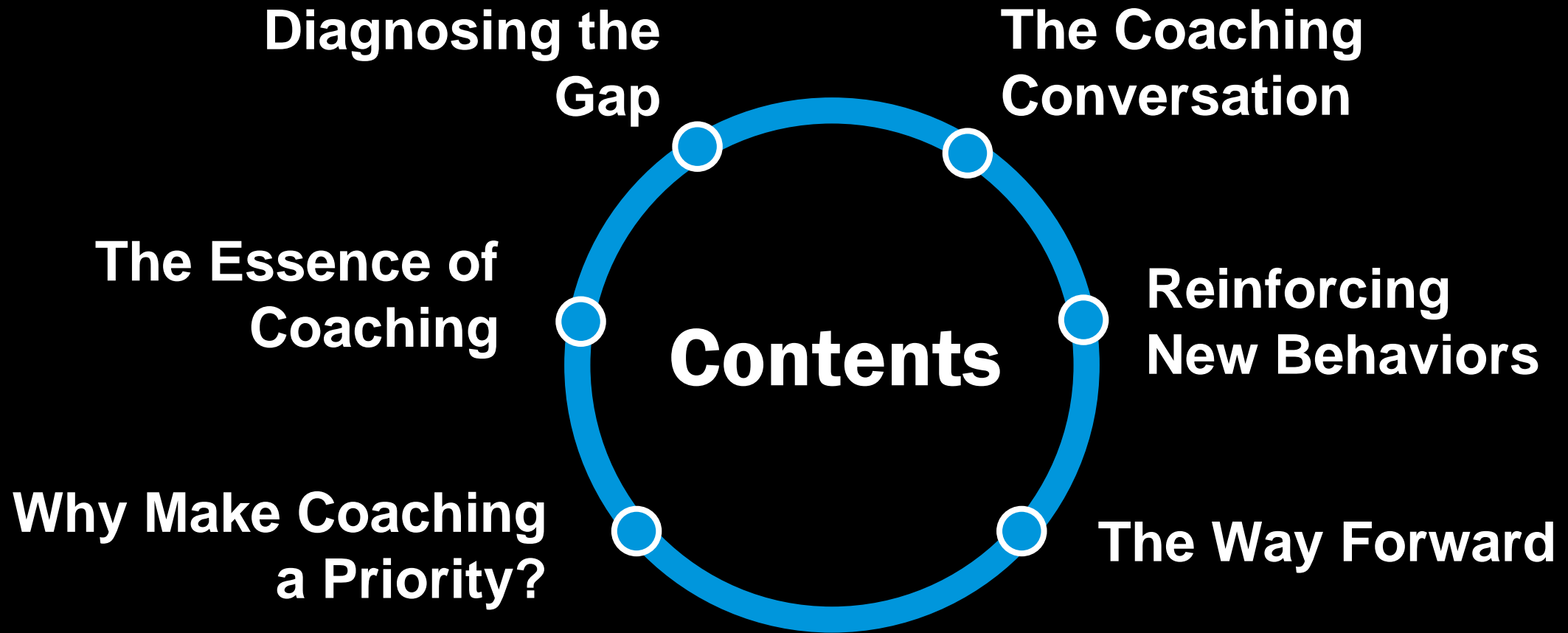


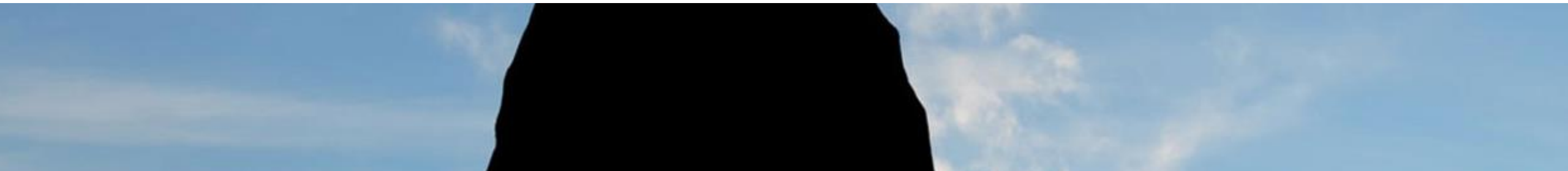
A silhouette of a person standing on the peak of a dark rock, reaching their right arm up towards a bright sun. The sun is positioned in the upper left, creating a lens flare effect across the sky. The sky is a vibrant blue with scattered white clouds. The overall image conveys a sense of achievement and reaching for goals.

# Coaching Performance





# **Section 4: The Coaching Conversation**





Coaching is the art of creating **future possibility**

# The Goal of the Coaching Session

# Create awareness

# Build responsibility

# Gain commitment to change



# WHAT DO YOU SEE?



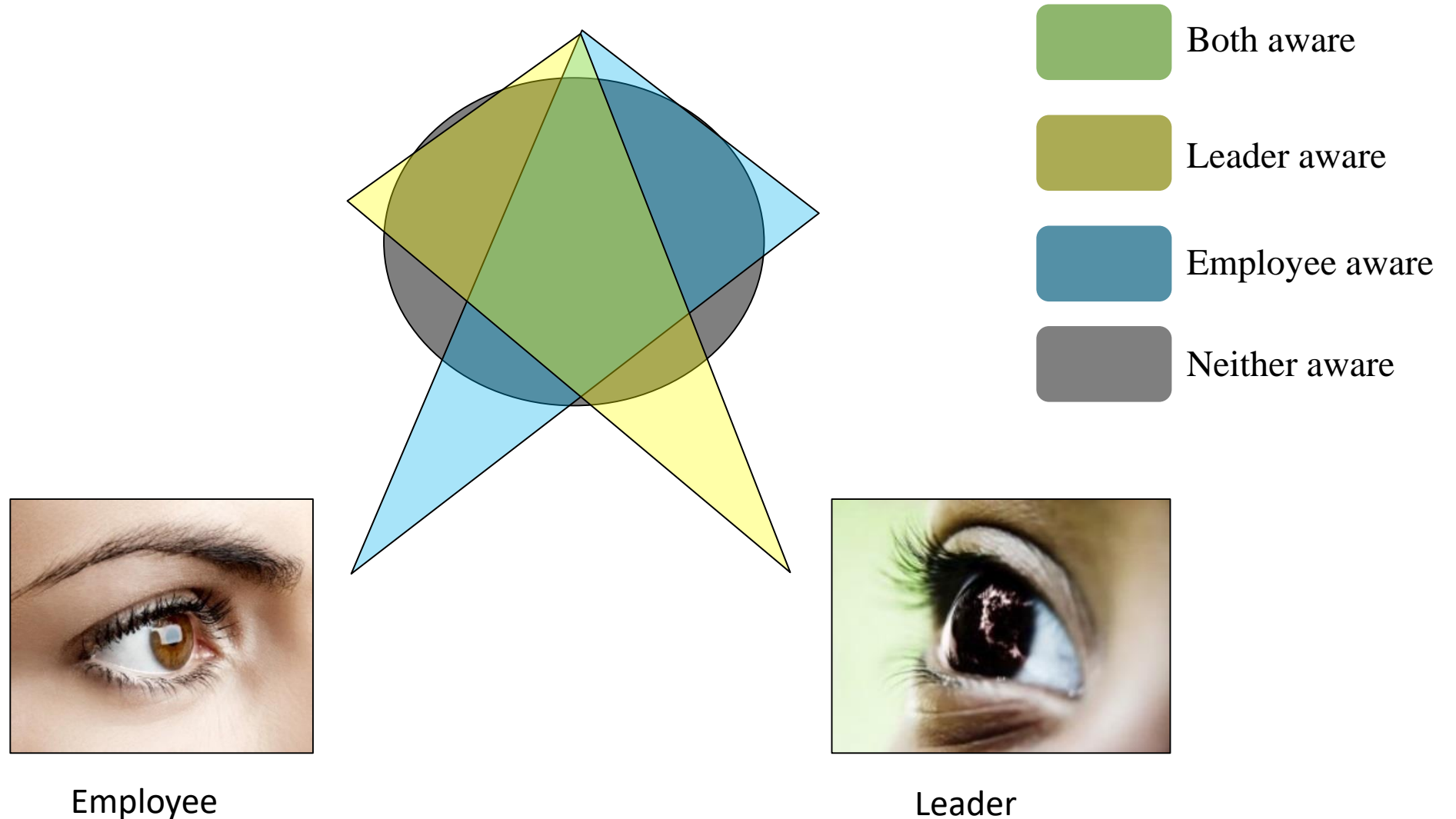


# Different Perspectives

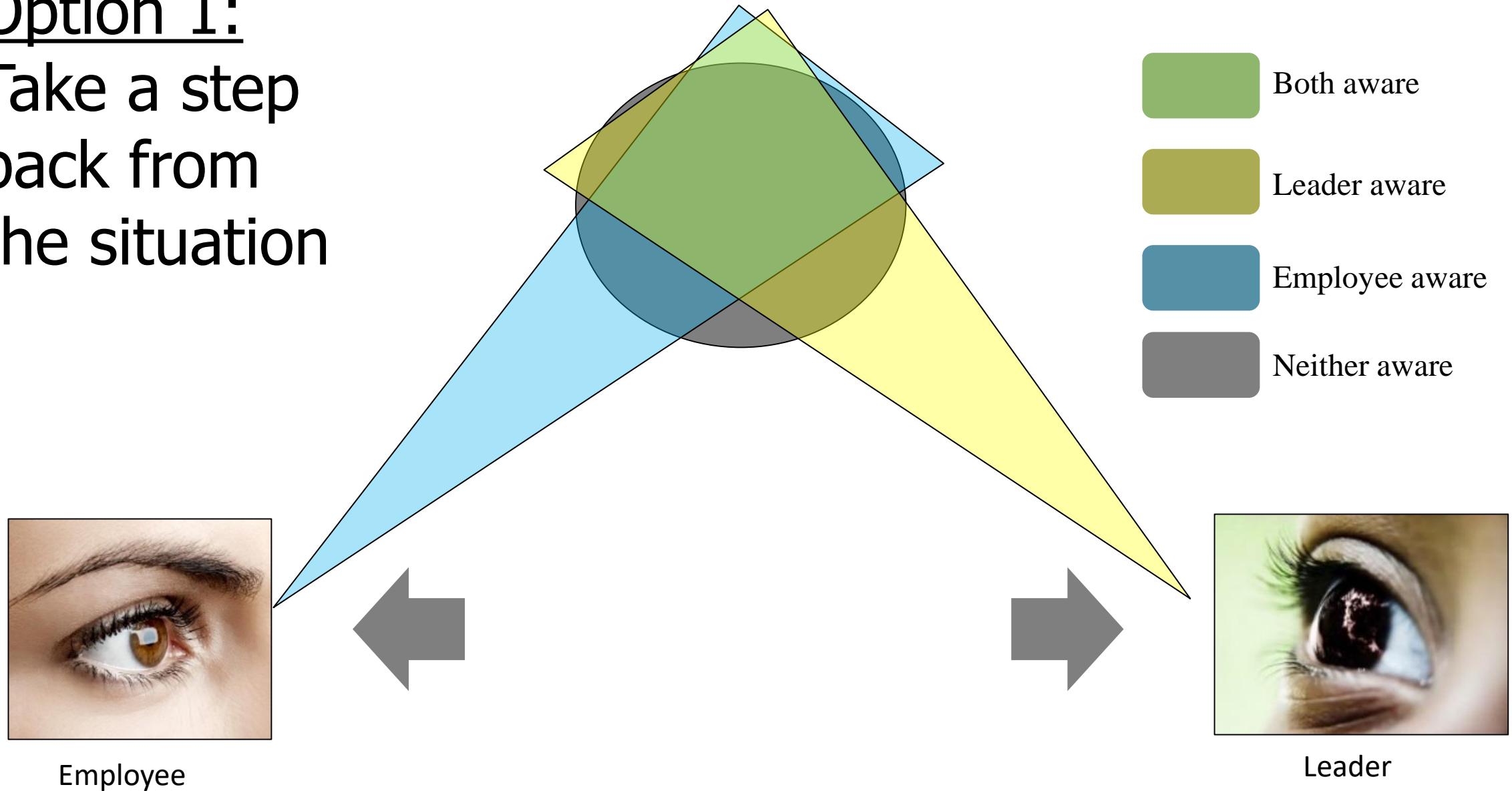




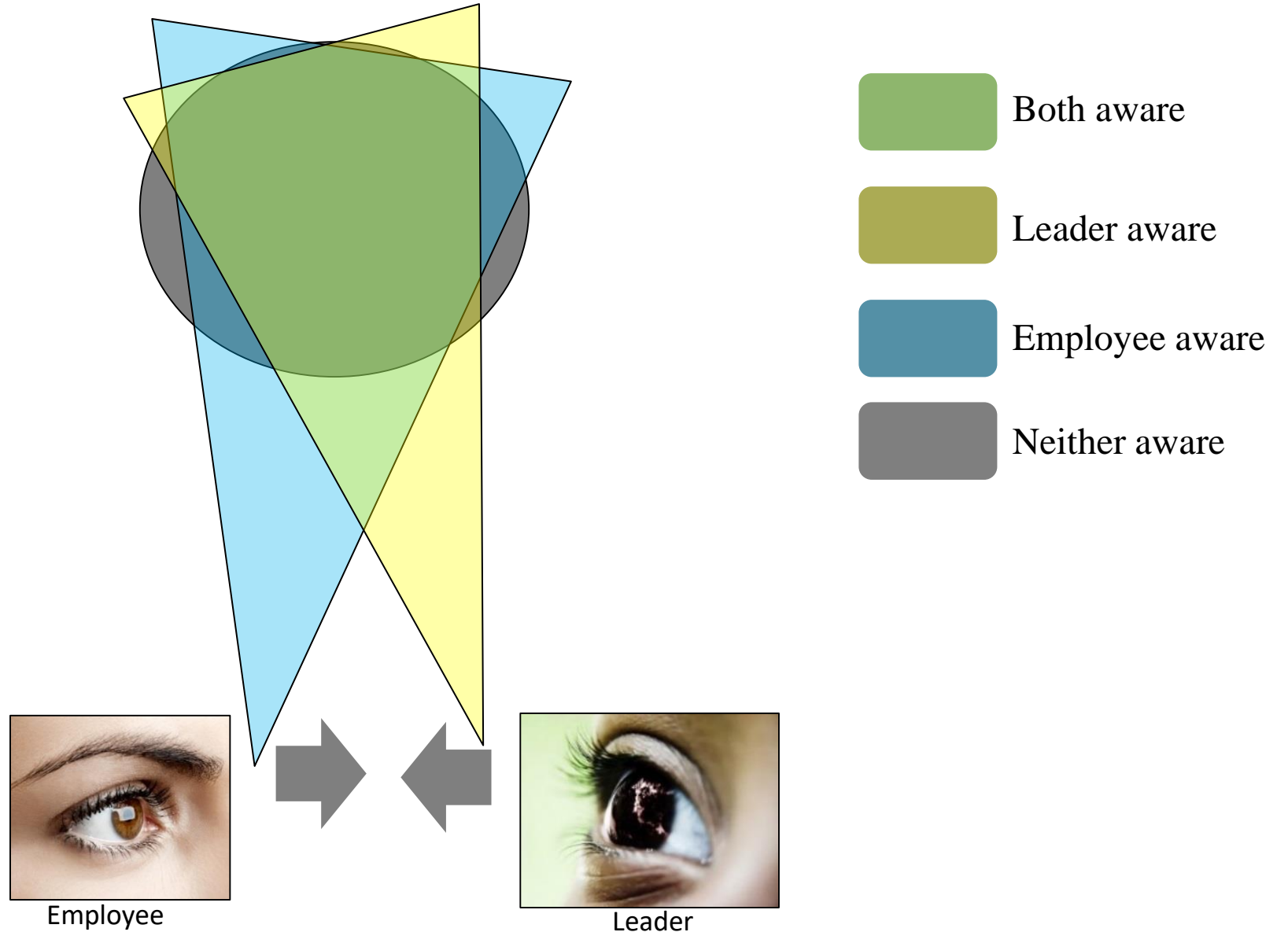
# How can you develop a shared vision of the situation?



# Option 1: Take a step back from the situation



## Option 2: Put yourself in the other person's shoes



“The skill of the coach is the art of questioning. Asking incisive questions forces people to think, to discover, to search.”

Larry Bossidy & Ram Charan

Execution: The Discipline of Getting Things Done

# Questions are Key

## Questions empower your people to:

- **Become more self-aware**
- **Solve their own problems**
- **Self-generate their own solutions**
- **Build ownership and accountability**
- **Discover the gap**
- **Uncover the root cause**





# Ask...don't Advocate!

## Advocate

- “Keep your eye on the ball.”
- “Don’t stand so far away from it.”

## Ask

- “How far were you from the ball when you hit it?”
- “How much spin was there on the ball?”
- “How did you know how much spin there was?”
- “Once you saw the ball was spinning what did you do differently?”

# GROW Coaching Model



An iceberg floating in a blue ocean under a blue sky with light clouds. The tip of the iceberg is above the water line, while the much larger, jagged base is submerged. The water is a deep blue, and the sky is a lighter blue with scattered white clouds.

**Behavior**

**REASONS**

**Attitudes**

**Motivations**

**Beliefs**

When you help people create their own solutions, they **own it...**

...and when they own it, they're more likely to **take action on it.**

# Practice Session





# Curious Listening



# How to Listen with Curiosity

- **Prepare mentally**
- **Ask how you can use this information**
- **Listen with all your senses**
- **Concentrate on words and how they are used**
- **Check understanding**
- **Don't jump to conclusions**
- **Be genuinely interested!**

A close-up photograph of a pair of hands, palms up, holding a bright red, glossy heart. The heart is the central focus, resting in the center of the palms. The skin of the hands is light-toned, and the lines on the palms are visible. The background is a soft, out-of-focus white.

**Coach from your HEART,**

**NOT from your HEAD.**