

# What is coaching?

IMFFA

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## Leadership Distinction

# First

A little history for context...

My own coaching experience



## Leadership Distinction

# What is coaching?

Coaching is not consulting

Coaching is not psychotherapy

Coaching helps develop self-awareness,  
behavioral changes and measurable results in  
your professional and personal life



## Leadership Distinction

# What is coaching?



## Leadership Distinction

# What is coaching?

Coaching is the act of helping an individual or organization change their perspective in an effort to....



## Leadership Distinction

# What coaches do...

- Coaches listen to the story and use their body of distinctions to notice what's different or missing and share what they noticed
- Coaches ask questions that encourage others to more fully investigate their stories and assessments
- When appropriate, coaches share their personal experiences to illustrate how it is possible to reach different assessments or draw options from a different body of distinctions



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# What coaches do...

- Coaches invite others to tell their stories, and then encourage them to distinguish between assessments and assertions
- Coaches encourage others to explore how they generated a particular assessment and to be responsible for what they create
- Coaches make specific requests that encourage others to become students of their own thought process and actions
- Coaches ask others to engage in practices that help them build proficiency on specific skills



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# How a coach does it...

- Active listening
  - Internal listening
  - Focused listening
  - Global listening
- Powerful questioning
- Direct communications
- Creating awareness
- Designing actions
- Planning and goal setting
- Managing progress and accountability



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# Coaching “lifecycle”

## THE FLOW OF COACHING

Beginning		Middle	End
Up Front Work	Program Design	The Coaching Itself	Closure
<ul style="list-style-type: none"> <li>• Client contracts (duration, frequency, billing, etc.)</li> <li>• Coaching Agreements (expectations, format, etc.)</li> <li>• Existing data</li> <li>• Presenting issues</li> <li>• Interviews with stakeholders</li> <li>• Performance reviews</li> <li>• Workplace observations</li> <li>• Additional assessment instruments</li> <li>• "Intake"</li> <li>• Hearing the coachee's story</li> </ul>	<ul style="list-style-type: none"> <li>• Current Reality and Desired Future State</li> <li>• Goals/Objectives</li> <li>• Developmental Focus Areas</li> <li>• Competencies to develop</li> </ul>	<p style="text-align: center;"><b>During the Session</b></p> <ul style="list-style-type: none"> <li>• Hold purposeful conversations</li> <li>• Address immediate concerns</li> <li>• Explore the story</li> <li>• Stay in the question</li> <li>• Use intuition and self as tool</li> <li>• Notice &amp; offer distinctions</li> <li>• Make observations</li> <li>• Use frameworks, models, &amp; tools</li> <li>• Attend to mind, body, emotions, &amp; spirit</li> <li>• Regularly review commitments</li> <li>• Reinforce insights &amp; learnings</li> <li>• Solicit feedback for coach and client</li> <li>• Re-contract and make new agreements, as appropriate</li> </ul> <p style="text-align: center;">-----</p> <p style="text-align: center;"><b>Between Session Work</b></p> <ul style="list-style-type: none"> <li>• Self-Observation Exercises</li> <li>• Social Observation Exercises</li> <li>• Behavioral Practices</li> <li>• Helpful Resources: Books, Poems, Videos, Day Planners, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-/Post-coaching Comparisons</li> <li>• Breakthrough moments</li> <li>• Continuing challenges</li> <li>• Takeaways</li> <li>• Evaluation of Coaching Program</li> <li>• Feedback for Coach</li> <li>• Ritual/Gifts</li> <li>• Next Steps</li> <li>• Appreciations</li> <li>• Identify support community for continued growth</li> </ul>

# Language in coaching

How do you tell your story?

- Victim?
- Hero in victory and hero in retreat?

Dealing with transition

- Up Until Now

"We can't solve problems by using the same kind of thinking we used when we created them."

Albert Einstein



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# Distinction

- Noun 1. distinction - a discrimination between things as different and distinct; a conceptual separation or demarcation

“The universe is composed of stories, not atoms.”

Muriel Rukeyser, *The Speed of Darkness*



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# Speech Acts

Language is not only descriptive but fundamentally creative and generative

Language is therefore action

Parts of speech:

- Assertions & Assessments
- Declarations
- Requests, Offers, and Promises/Agreements



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# Assertions

Statements that can be empirically verified to be true or false and can be witnessed and classified by the observer

- I am wearing a grey suit
- This table is made of wood
- Our organization has X number of employees



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# Assessments

Statements that convey our feelings, beliefs, opinions, attitudes or sentiments

- Candidate X is the best candidate for the position
- Our organization or department is more enjoyable in which to work
- Blue is a pretty color
- Marge is smart and outgoing

Can be “grounded” or “ungrounded”



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# Assessments - risks

- Your unexamined self-characterizations can hold you back from learning new things, or growing in competence
- Your unexamined characterizations of other people can prejudice your interactions with them and interfere with their growth and learning

Therefore, whenever you find yourself saying “So-and-so is this way,” or “I am this way,” ask about the grounding and the domain



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# Assessments

- The practice of noticing that an assessment has been made and looking for its relevance and grounding, can save you a lot of grief, distraction, and wasted effort



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# Declarations

- Statements that describe and create reality
- A speech act that moves us toward a future possibility
- The speaker must have control to achieve or influence the accomplishment of the declaration
- A compelling declaration:
  - The declarer “steps up and into”
  - The declarer generates “attractor energy”



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# Declarations

Effective declarations include:

- I am committed to \_\_\_\_ and I am willing to commit to \_\_\_\_...
- For the sake of...
- Conditions of satisfaction...
- Network of support...
- Actions toward fulfilling on declaration...



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# Requests and Offers

## Effective Requests/Offers:

- Are specific and concrete regarding “what”
- Are directed at a “who”
- State what will create satisfaction:
  - Time-frame
  - Outcome
- Establish a shared context (e.g., terminology used)



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# Are these Requests?

“I am still hungry!”

“Can you help with this project?”

“Will you fax this mileage report to our branch office by 3:00 pm today?”

“The last three meetings you led ran over their scheduled time.”

“This conference room is a mess. We have a meeting here in 1 hour!”

“Will you take notes on the action items we agree to in our meeting and email them to everyone by the end of business this Friday?”



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## Favorite quotes about requests...

*"A criticism is just a really bad way of making a request, so why don't you just make the request?"*

Diane Sawyer

*"Unspoken expectations are not the same as broken promises!"*

Frank Ball



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# Possible Replies to Requests

“Yes” = Agreement

“No” or “That doesn’t work for me”

Renegotiate = Counter offer

Commit to commit = Defer answer until specific time in the future



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# Promises and Agreements

## Clear Agreements:

- Establish specific agreement to the elements of the request
- OR renegotiate with a new request to gain agreement
- Make sure there is full clarity by both parties in what the expectation/agreement means



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# Conversation for action model

Conversations for Action include:

**Request or Offer**

that is accepted to create an

**Agreement**

that is successfully delivered leading to

**Completed Action**



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# Coaching why's and how's

- The three top motivators for obtaining coaching are self-esteem (40.9%), work/life balance (35.6%), and career opportunities (28.6%)
- The top three self-reported reasons for seeking a coach are leadership development (50%), coaching to address a specific problem (31%), and dealing with transition (19%)
- 30% of coaching occurs on a weekly basis versus 44% opting for twice a month coaching



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# Coaching statistics and benefits

- 96.2% of coaching clients report they would repeat their coaching experience
- The average Return On Investment (ROI) reported was 1.44 to 3.44 times the amount spent on coaching with a full 38% self-reporting an ROI of 10 to over 50 times the investment

Additional data available upon request



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What coaches do...



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# Questions?

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