Efficiency North – EN:Lighten Programme

Coaching Led Performance 1
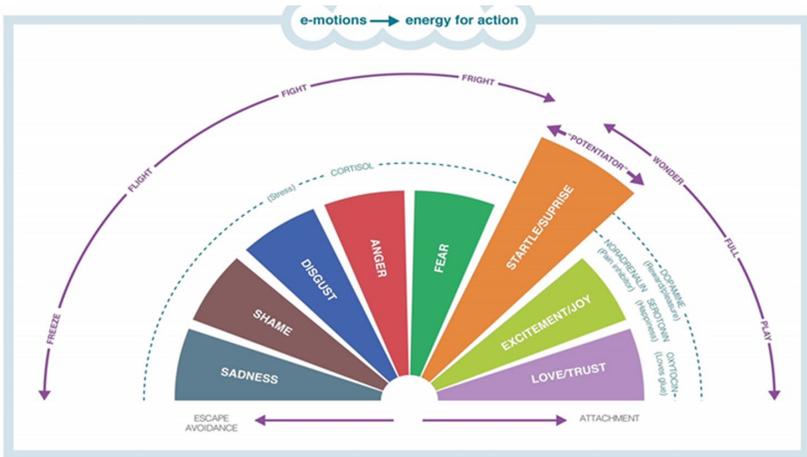
16th & 17th Jul 24
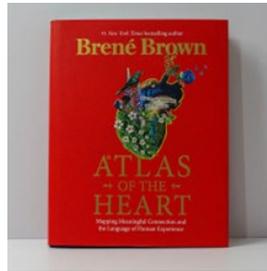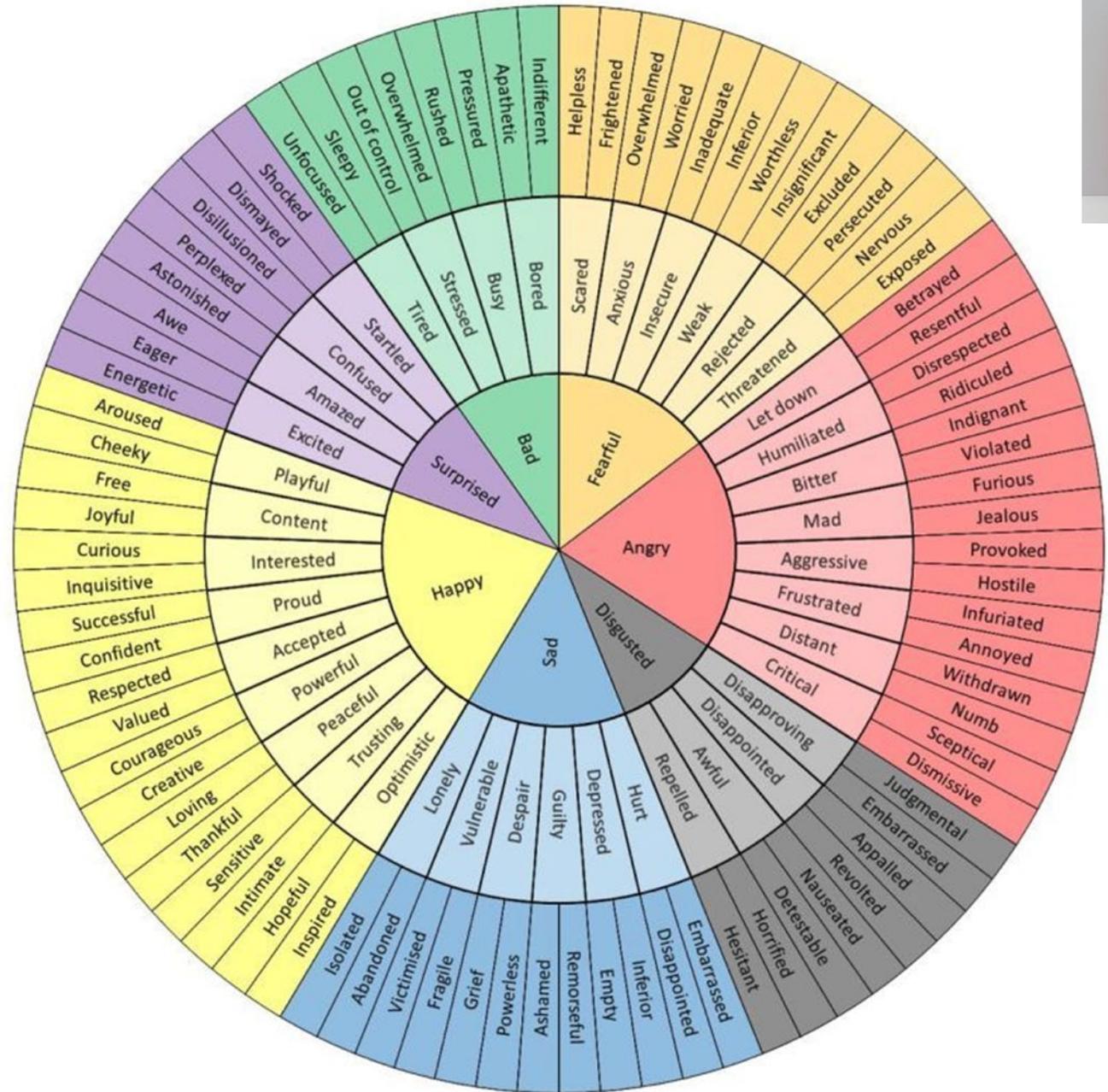
Day 1

Check In

Feel?

Distraction?

2 minutes:

- How are you **feeling** and what might be **distracting** you from being present?

- What do you need to enable you to become fully present to get the most from today's session?
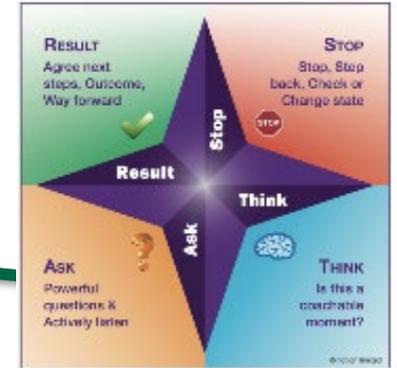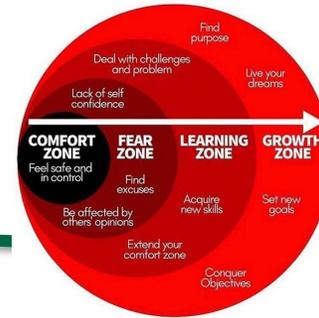
Coaching-Led Environment 2 – Creating the Environment for Growth

Checking in

Volatility

GROWTH MINDSET
"Failure is an opportunity to grow"
"I can learn to do anything I want"
"Challenges help me to grow"
"My effort and attitude determine my abilities"
"Feedback is constructive"
"I am inspired by the success of others"
"I like to try new things"

FIXED MINDSET
"Failure is the limit of my abilities"
"I'm either good at it or I'm not"
"My abilities are unchanging"
"I don't like to be challenged"
"I can either do it, or I can't"
"My potential is predetermined"
"When I'm frustrated, I give up"
"Feedback and criticism are personal"
"I stick to what I know"

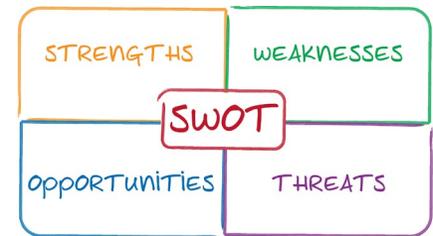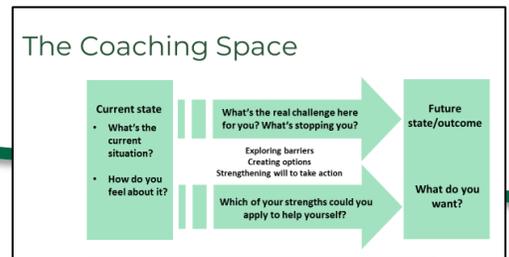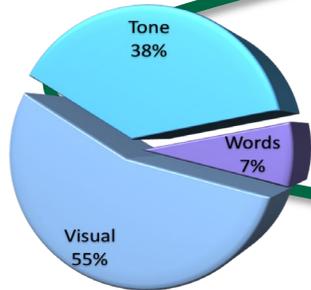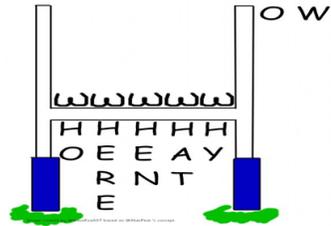MAYBE   MAYBE   MAYBE

Find purpose
Deal with challenges and problem
Live your dreams
Lack of self confidence
COMFORT ZONE — Feel safe and in control
FEAR ZONE
LEARNING ZONE
GROWTH ZONE
Find excuses
Acquire new skills
Set new goals
Be affected by others opinions
Extend your comfort zone
Conquer Objectives

RESULT — Agree next steps, Outcome, Way forward
STOP — Stop, Step back, Check or Change state
Result
Stop
Think — Is this a coachable moment?
Ask — Powerful questions & Actively listen

DIRECTIVE ←————————————————→ NON-DIRECTIVE

| Telling | Teaching | Mentoring | Coaching | Role Modelling |

STOP

THINK

ASK

Beliefs
Reinforces
Influence
Situation
Creates

How well do you know your ADVICE MONSTER?

RESULT

Tone 38%
Words 7%
Visual 55%

S M A R T

What **learning, reflections or actions** related to En:Lighten have you had since we last met?

STRENGTHS   WEAKNESSES
SWOT
OPPORTUNITIES   THREATS

Challenged Optimistic
Confident   Engaged
Receptive   Eager
Excited   Enthusiastic
Proud   Happy
Stimulated Astonished

Worried
Anxious
Angry   Fearful
Frustrated Envious
Impatient   Defensive

BURNOUT ZONE
Exhausted Empty
Sad   Hopeless
Depressed Tired

RECHARGE ZONE
Passive   Calm
Serene   Peaceful
At Ease   Mellow
Carefree Reflective

The Coaching Space

Current state
• What's the current situation?
• How do you feel about it?

What's the real challenge here for you? What's stopping you?
Exploring barriers
Creating options
Strengthening will to take action
Which of your strengths could you apply to help yourself?

Future state/outcome
What do you want?

CLP 1 Outcomes

- Increase ability to **flex your leadership style** between coachable moments and mentoring/directing moments.

- **Deepen your coaching skills** around perspective, noticing, listening & questioning.

- Support your staff to create **meaningful goals through coaching conversations**

- Be able to **delegate effectively** through empowerment

- **Give and receive feedback** and have healthy challenging conversations without creating or feeling personal conflict

- Deepen your own **self awareness**

- Form **wider connections** across EN's management structure.
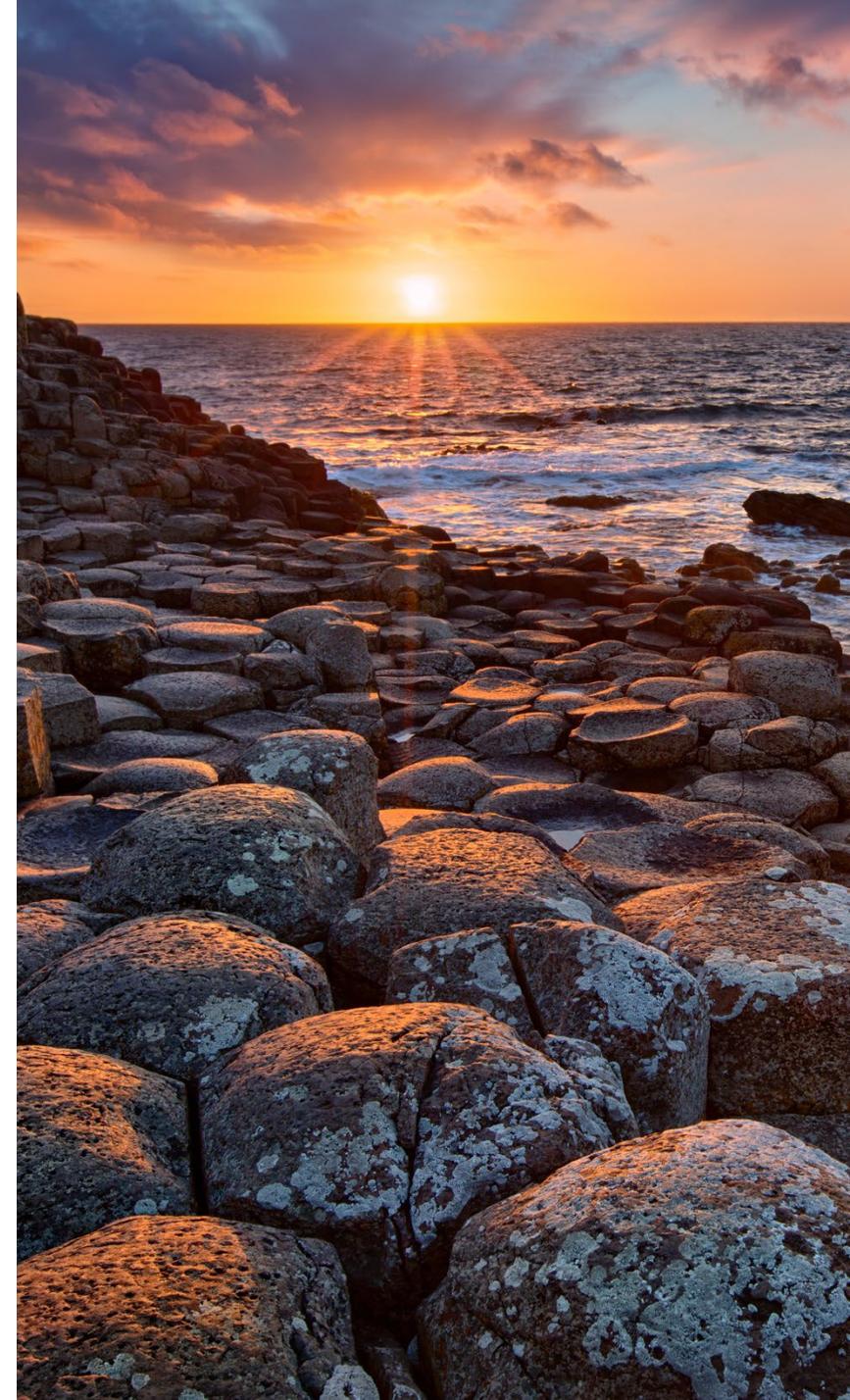
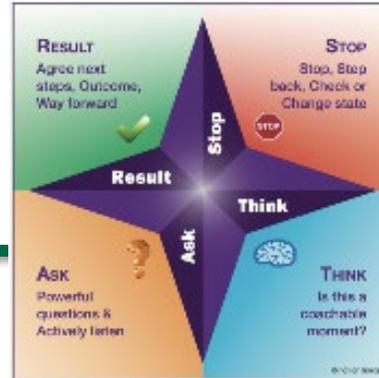# Coaching-Led Performance 1 – Enabling Individuals

Our Group Contract

Assessing your leadership

Having reflected on your personal development SWOT, your 1st coaching session and your leadership self assessment.......

STRENGTHS	WEAKNESSES
SWOT	
OPPORTUNITIES	THREATS

......pick a leadership metaphor card to summarise your leadership goals

Community of Practice

Confluence of Agendas

Network of Peers

Visionary Landscapers

High Performance Engines

World Class Athletes

By-the-Book Commanders

Resigned Prisoners

Conflict Smoother

Break

Creating a Culture of Engagement & Empowerment

The Central Paradox
of leadership in organisations

It's a tough job being a leader and manager. At the heart there are two demands that feel at odds:

On one hand you have to........	On the other hand you have to
Set high standards, be in control	**Be nice, give away your power**
Times are not easy – you are accountable for the performance of your staff	You can't get good performance from compliance
Challenge if they are under-performing	People don't respond well being told what to do – you have to encourage them

...directive, demanding....a reputation for harshness...even grievances against you....

...too nice, gullible, easily out-manoeuvred, staff will make mistakes and you are responsible...

Traditional leadership assumptions

#1   Human beings are rational, so you can manage through rationality

#2   Personal life belongs at home

#3   Leaders can be in control

#4   Force Works

#5   Everything should be measured

#6   Objectives set at the top can cascade through the organisation

#7   Performance appraisals are an essential tool of management

#8   People can be managed through a carrot and stick approach

The Leadership continuum

DIRECTIVE

NON - DIRECTIVE

Telling	Teaching	Mentoring	Coaching	Role Modelling
Setting and maintaining boundaries and giving clarity	Creating consistency of delivery and performance	Sharing experience and encouraging growth and broadening	Enabling own thinking and transferring responsibility and ownership	Embodying and Inspiring direction of travel
Vision for company Policies and procedures Standards Principles Job Descriptions Objectives	Providing solutions Demonstrating Training Monitoring Feedback Measurement New tasks / approaches	Advising Guiding Sharing experience Considering wider system and perspectives Dissolving barriers Checking in	Enabling thinking Creating outcomes Questioning Listening Observing and playing back Working on options Multiple perspectives	Inspiring Story-telling Metaphor Setting direction Modelling behaviour - using body-language, voice and actions for impact

A manager mindset that leads to a directive style

Here's what I think

Here's what I do

- Good managers stay in control / do the 'right thing'
- I need to display intelligence and experience
- I'm expected to make the decisions
- People don't know as much as I do
- I need to help people by fixing things for them
- 'It's down to me'

- Fix issues / give people solutions
- Listen in order to confirm my own thinking / hypothesis
- Reduce my 'question to statement ratio'
- Take charge of situations
- Quickly displaying my knowledge
- Feel pressure to maintain a position of 'perfection'

A manager mindset that leads to a less-directive style

Here's what I think

- My team relationships are based on equality
- My subordinates can generate effective solutions
- I need to create the context in which other people can perform / be successful
- Part of my contribution is to grow and develop people
- We are successful together

Here's what I do

- Encourage people to think and act for themselves
- Focus first on the person then the issue
- Question to provoke productive enquiry
- Challenge subjectivity, interpretations or false limits
- Use facilitation skills to support the process of a conversation
- Delegate to develop and grow

What might get in the way?

- My experience!

- Busyness /time

- Not able to listen well

- Easier to give a solution

- Mindset around feedback

- Belief in the other person

- What else……?

Hardest thing to do is to STOP!

And think…

..is this a coachable moment?

STAR Coaching - Coachable Moments
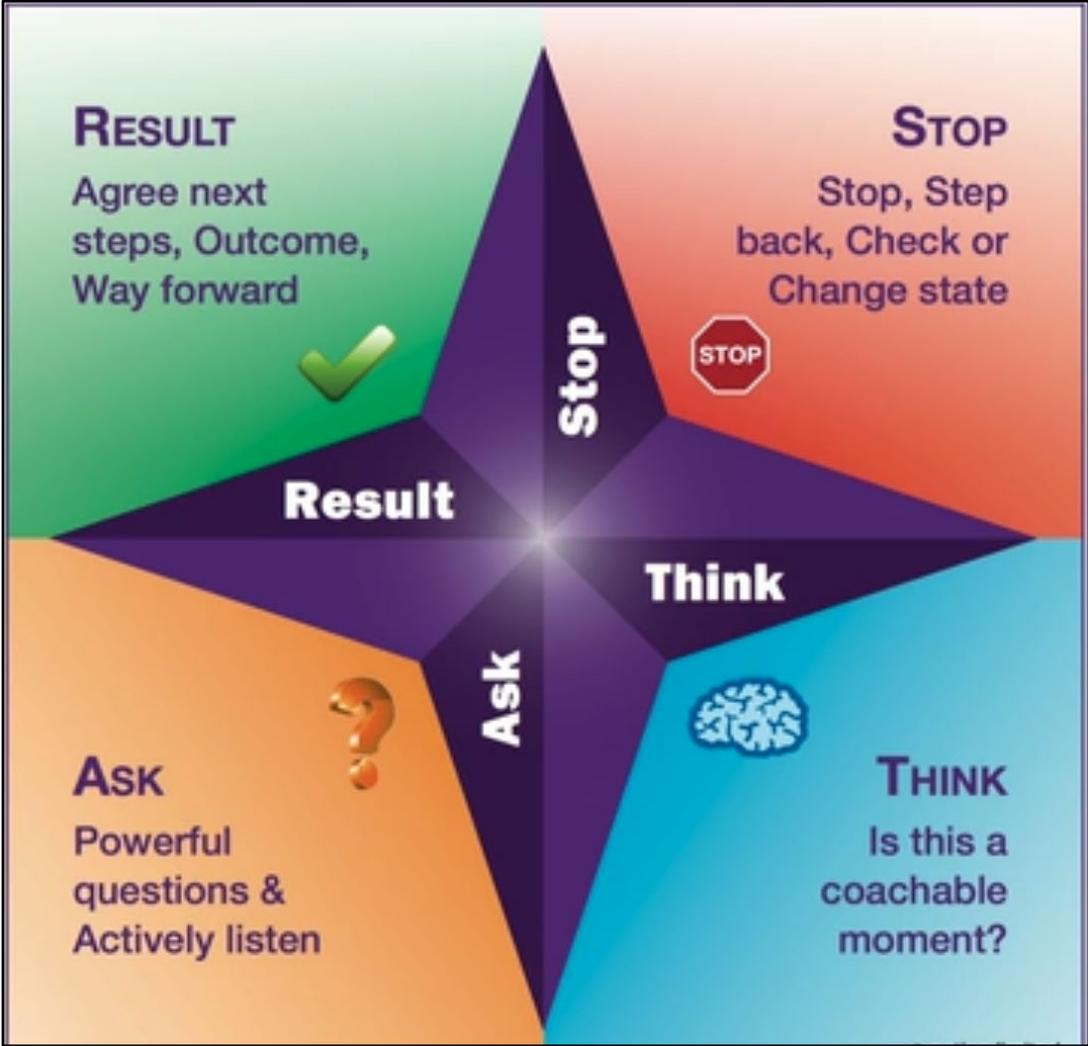
Coachable moments - group supervision

Self – Reflection exercise

Choose a conversation you've recently had with a colleague where you didn't achieve the outcome you had hoped for.

1. What did I do?

2. What made me respond that way?

3. What was the point in the conversation where the outcome I wanted started to get away from me?

4. Did I do or say something on autopilot that I should be more aware about?

Group supervision technique
Action Learning

Lunch

Coaching Models

All questioning models are a variation on the same theme:

Where are you now?

↓

Where do you want to be?

↓

What's stopping you?

↓

What do you need to do to get there?
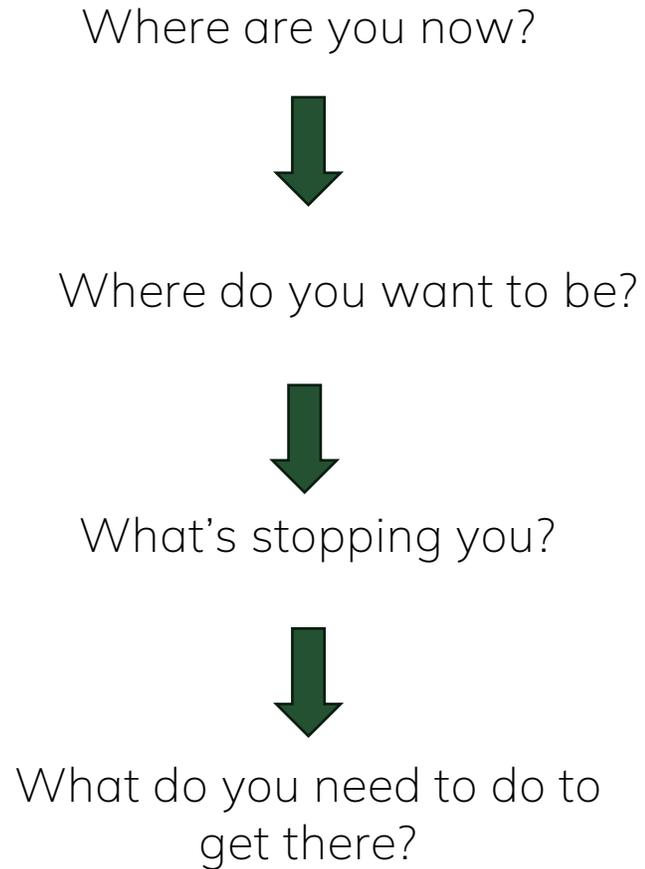
OSCAR Coaching Model

OSCAR Coaching Model

O	S	C	A	R
Outcome	**Situation**	**Choices**	**Actions**	**Review**
Determine the outcome and goals of the session	Clarify the individual's current situation and feelings	Generate choices and consider the consequences	Determine the next immediate steps in their chosen process	Develop a plan to return back and review the process

The GROW Model

Goal — What do you want to achieve?

Will — What action will you take?

Topic — What would you like to talk about?

Reality — Describe the current situation

Options — What are your options?

CLEAR Coaching Model

Contracting — Listening — Exploration — Action — Review

10 great coaching questions

1. What do you want to achieve? What will be the long-term result of achieving this ?

2. What's important about that outcome / goal? Why is it important now?

3. When you achieve this, what will be the benefit for you?

4. What's the real challenge here for you? / What have you already tried?

5. What resources are you going to need and where would you get these resources from?

6. What could get in the way and how will you overcome that?

7. What support do you need and where will you get that from?

8. If someone else you know was facing this issue, what would you tell them to do?

9. What are your options? Which one(s) will you choose?

10. What first step will you take and when will you take it?

How would you define motivation?

SMART Goals

Specific	Measurable	Attractive	Realistic	Time-Framed
Focus on clearly defined activity that will take you **out of your comfort zone**. If broad, break it down and be more precise	Think about how you will measure your progress and achievements. Look at your goal from all angles to consider its impact more broadly eg on those around you	Its might sound obvious but its important to focus on goals that you actually want to achieve. Without a drive to succeed or an emotional connection, the chances of success are slim.	Set goals that you can realistically achieve in your chosen time frame. Goals should be stretching and ambitious but you don't want to set the bar too high and set yourself up for failure.	Every goal needs a clear deadline, whether it is short or long term. One that is realistic but will also keep you motivated to achieve it.
Ask Yourself:	Ask Yourself:	Ask Yourself:	Ask Yourself:	Ask Yourself:
Would this make sense to someone hearing it for the first time? Will achieving it really help me grow?	How would I evidence my success? What would be different? What would others see?	How much do I really want this? If the answer is 'not that much' what would make you want it more? Or consider a different goal.	Is this something I can really achieve with all the time and resources I have available? If the answer is 'no', either review your deadline or break down your goal into smaller chunks.	When to I want to need to have achieved this by? Can I make that happen within my timeframe? What needs to happen or be in place for me to achieve it by then?

Motivation

→ A motive for action

Motivate = to make someone want to take action

How do you recognise someone who is motivated?

Motivation and performance

Motivation is one of the foundations of performance.

Motivation predicts effort and persistence, not performance.

$$\text{Performance} = \text{Motivation} \times \text{Ability} \times \text{Environment}$$
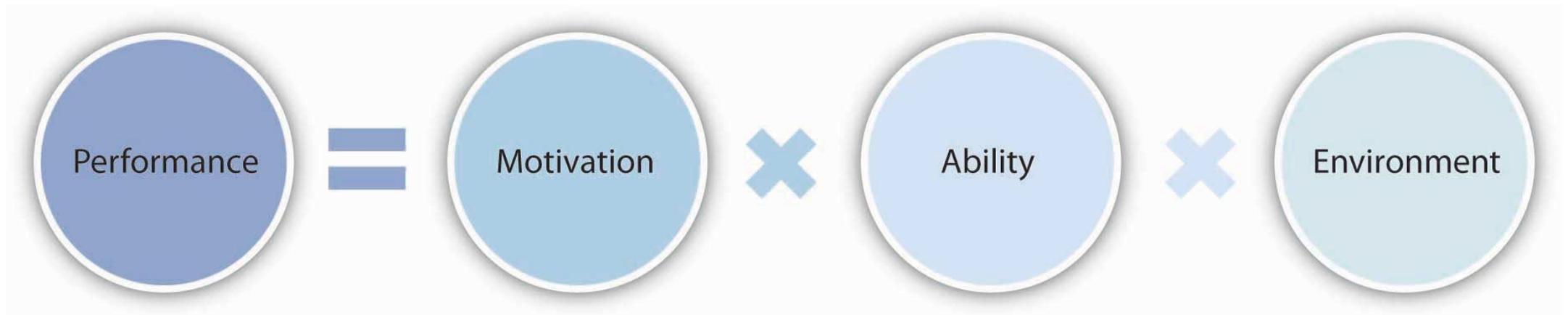
Motivation is a balance between many complex factors.

Team & self-motivation

In 3 groups of reflect on:

What signs would indicate a lack of motivation?

How can you increase motivation?

Intrinsic / Extrinsic

Extrinsic motivation:
carrot and stick

Intrinsic motivation:
what drives this person?

INTRINSIC motivation

Enjoyment
Purpose
Growth
Curiosity
Passion
Self-expression
Fun

Interest and enjoyment in the task itself

EXTRINSIC motivation

Pay raises
Promotions
Bonuses
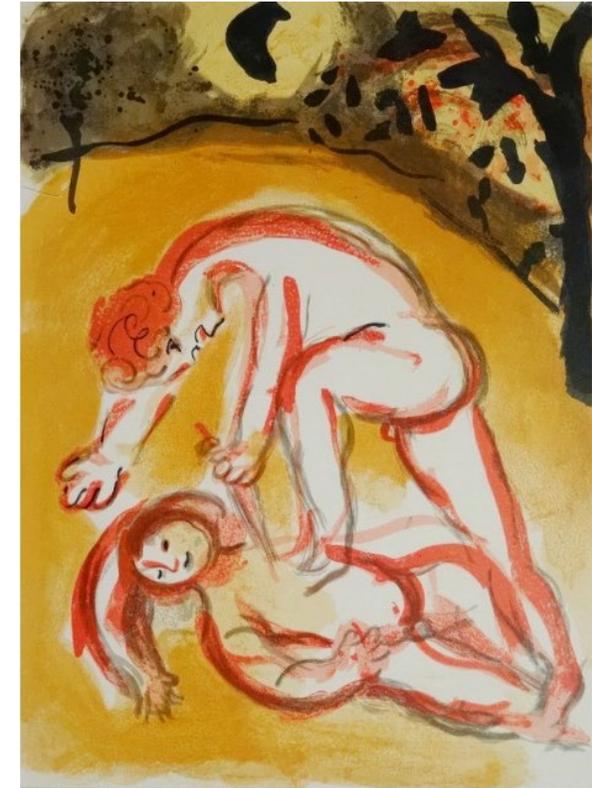Benefits
Prizes
Perks
Winning

Outcome that will result by doing the task

The risks of extrinsic...

Extrinsic limits creativity

Extrinsic kills intrinsic
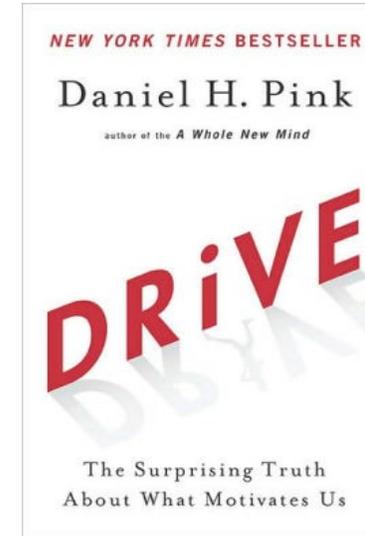
Extrinsic needs constant maintenance
(Herzberg's Two Factor Theory)

Extrinsic is addictive

Motivation Theory

Autonomy
Belief you can control your own life and have opportunities to do so

Relatedness
Feeling connected with others in a positive way that encourages trust and liking

Competence
Knowing that you have, can use and develop valuable skills, qualities & abilities

NEW YORK TIMES BESTSELLER
Daniel H. Pink
author of the *A Whole New Mind*
DRIVE
The Surprising Truth About What Motivates Us
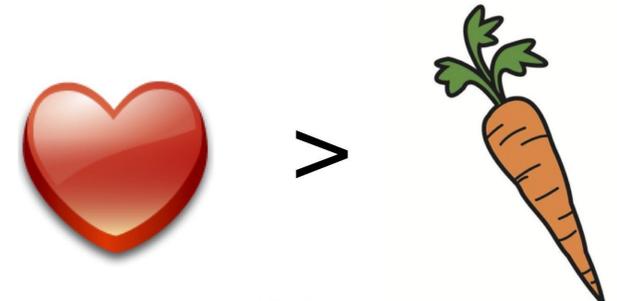
Autonomy
Mastery
Purpose

❤️ > 🥕

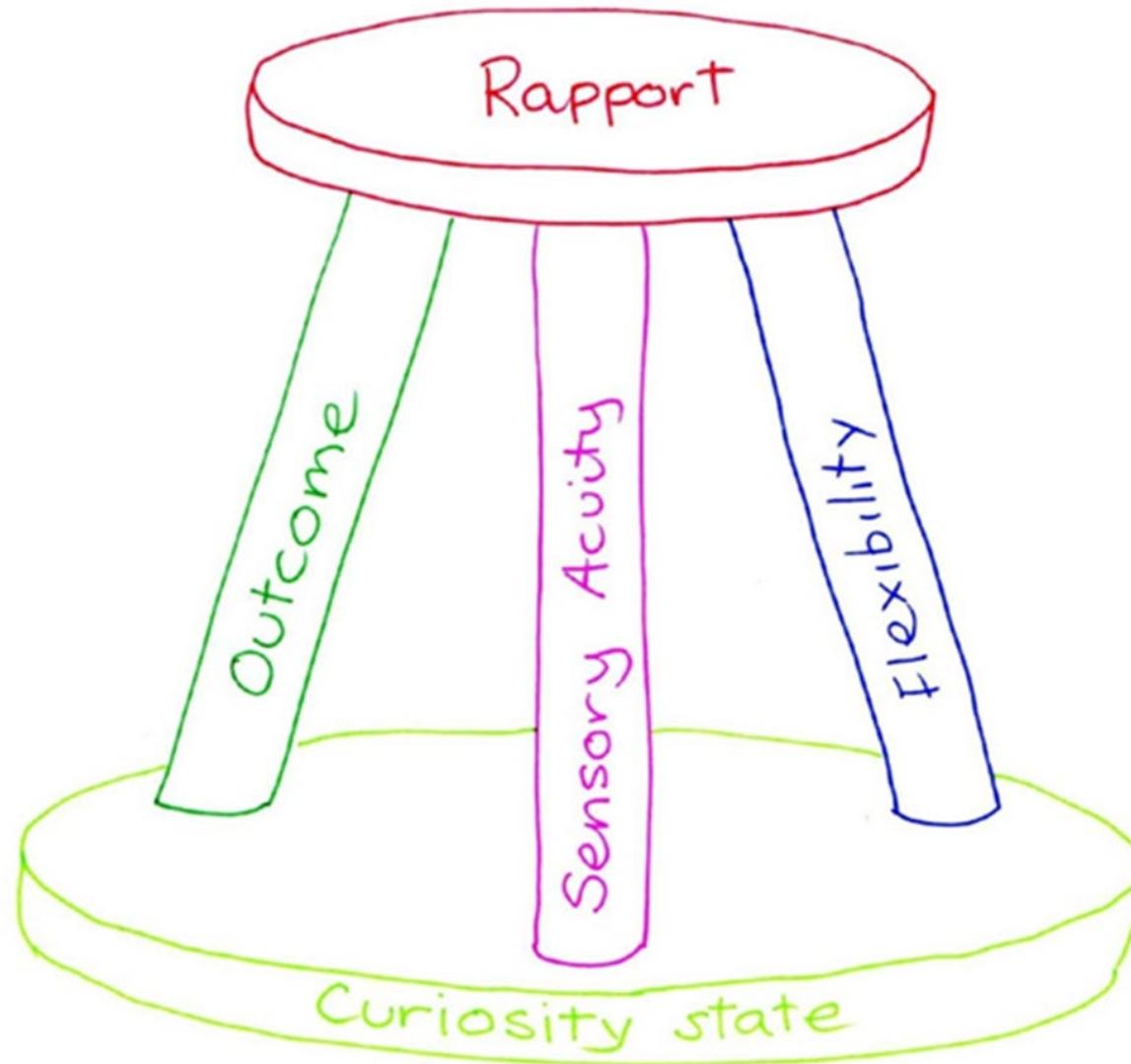Self-determination theory (SDT) of human motivation and personality.

Ryan & Deci 2000

Break

Setting the conditions for coaching led performance

Mindset & Communication
Conditions for Success

The Coaching Space
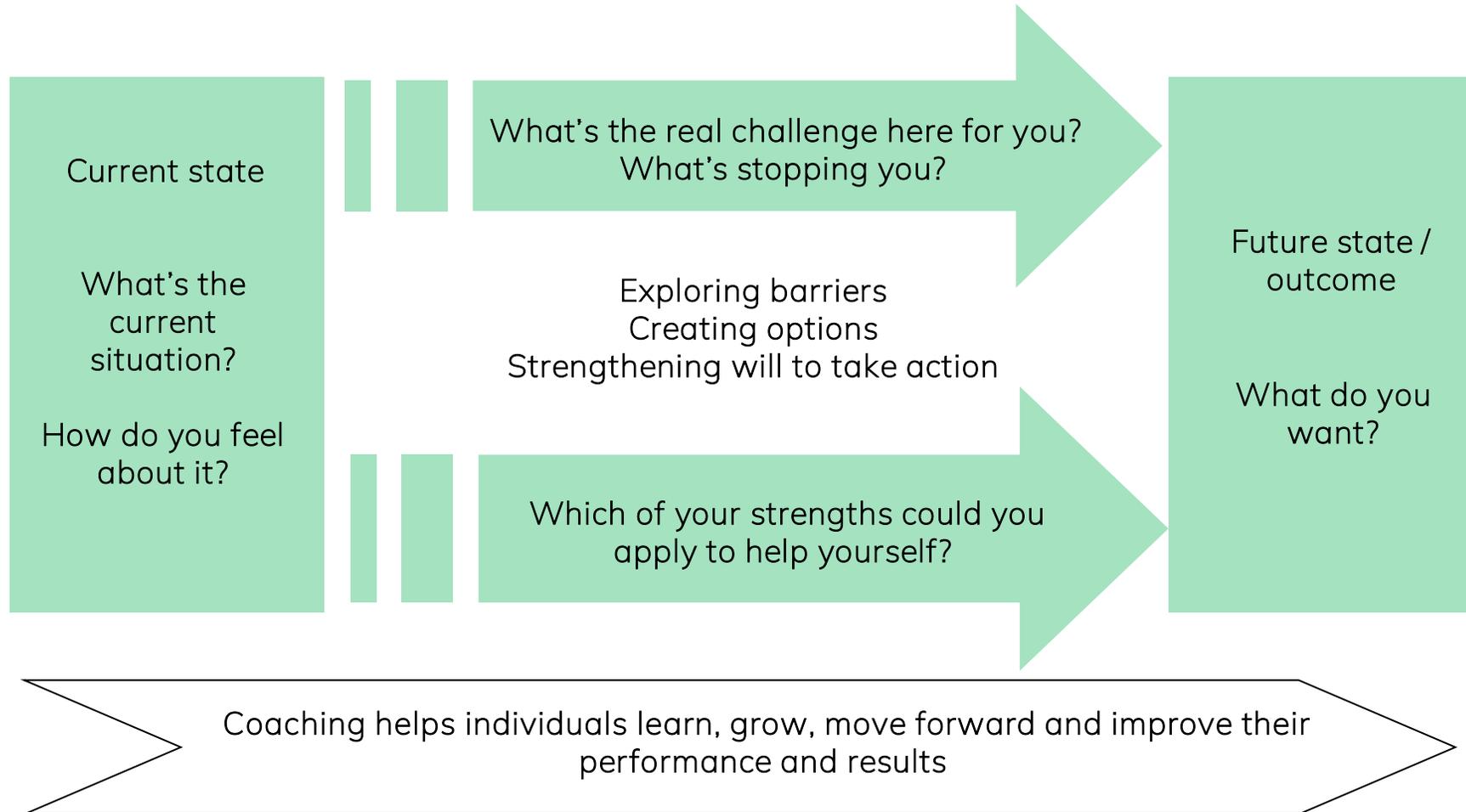
Current state

What's the current situation?

How do you feel about it?

What's the real challenge here for you?
What's stopping you?

Exploring barriers
Creating options
Strengthening will to take action

Which of your strengths could you apply to help yourself?

Future state / outcome

What do you want?

Coaching helps individuals learn, grow, move forward and improve their performance and results

A coaching conversation is about helping someone move forward and is essentially made up of these questions and exploration of their answers

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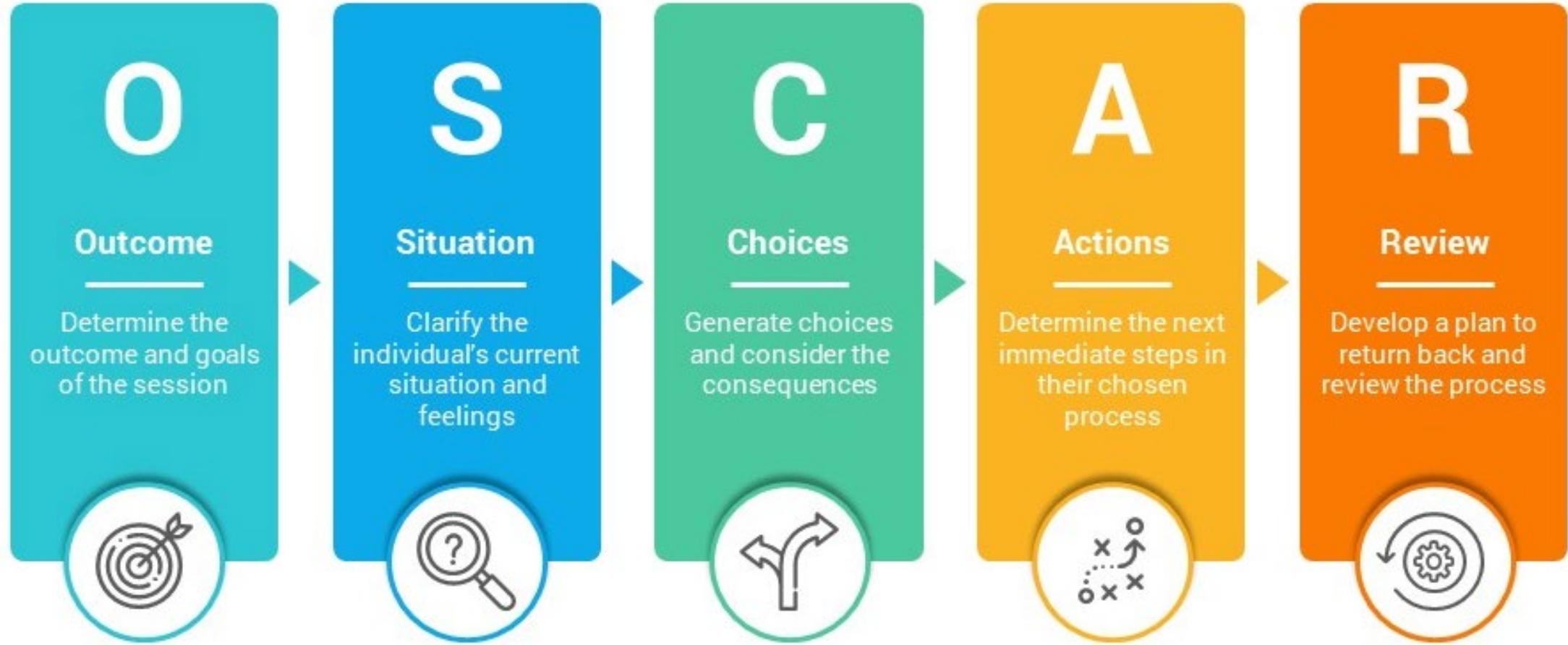
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Coaching Model: OSCAR

OSCAR Coaching Model

O — Outcome — Determine the outcome and goals of the session

S — Situation — Clarify the individual's current situation and feelings

C — Choices — Generate choices and consider the consequences

A — Actions — Determine the next immediate steps in their chosen process

R — Review — Develop a plan to return back and review the process

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Coaching Practice: Triads

Choose a real issue that is challenging you at work (or outside work)

1. A coaches B for **20 mins**. C observes **(and sets timer)**

2. Feedback **5 mins**:

   A assesses own coaching: what I did well; what I can do differently

   B gives A feedback from coachee point of view: what worked well for me, what I would have liked more of.

   C gives the coach (only) feedback from an observer's perspective – focus on core coaching skills

Use a timer
25 mins for each round – 20 mins coach & 5 mins debrief
3 rotations