

Fundamentals of coaching

Chelsea Strong & Mark Wilson

Mobilize
More
Support Raising
Leaders Conference
2019

Building awareness and competence

What exactly is coaching?

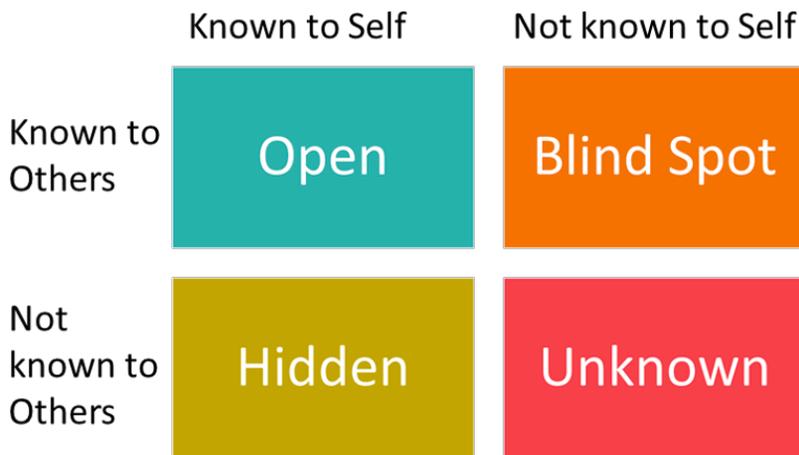
1. What is coaching?

Unlocking a person's potential to maximize their _____ (Whitmore, J., 2002)

2. What's the difference between coaching and mentoring?

Mentoring is learning where the mentor instructs the student, coaching is learning where the coach _____ the student to _____.

Johari's Window



The Johari Window (Luft, 1969)

- Use Johari's window what would your plan be to discover your blind spots in coaching?

- Using Johari's window identify some areas that are in the Hidden quadrant in regard to coaching?

Learning to explore rather than fix

What exactly is coaching?

Do not's of MPD coaching:

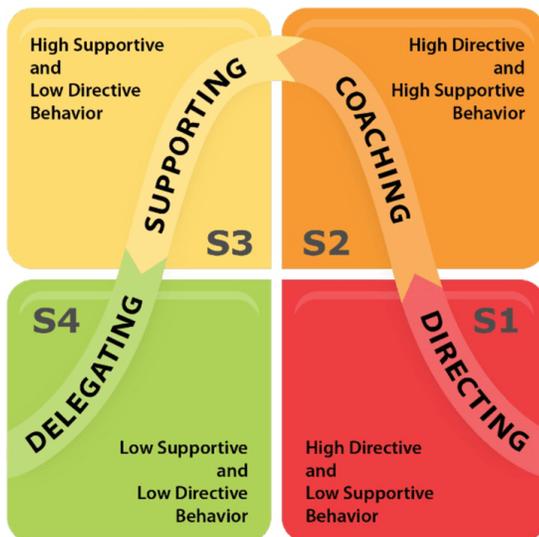
1. Don't assume you have enough relational capital.
2. Don't assume competence or incompetence.
3. Don't assume support or dislike for MPD.

Do's of MPD coaching:

1. Getting to know them and their background.
2. MPD experience and competence.
3. How are they feel and view the MPD.

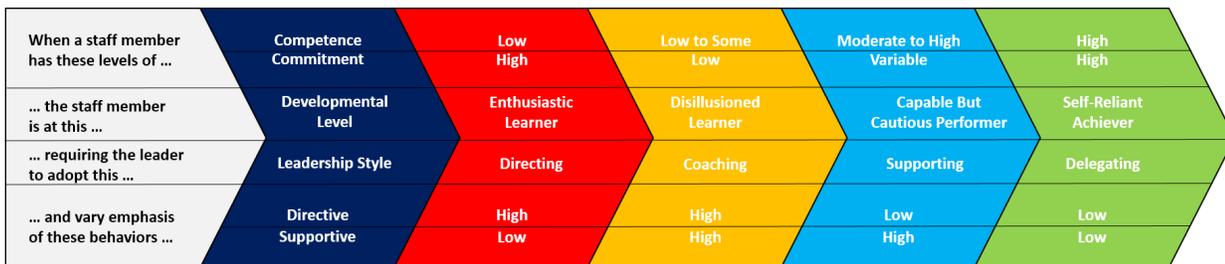
Evaluate people

What exactly is coaching?



- You need to look at **two factors to determine a person’s development level: competence and commitment**. In other words, anytime a person is not performing well without your direction, it is usually a competence problem, a commitment problem, or both” (on page 35 in “Leadership and The One Minute Manager”).
 - **Competence** is a function of demonstrated knowledge and skills; can be gained through learning and/or experience, can be developed with direction and support
 - **Commitment** is a combination of confidence and motivation; **confidence** is a measure of a person’s self-assuredness, a feeling of being able to do a task well without much direction; **motivation** is a person’s interest in and enthusiasm for doing a task well
- Development Level 1 / **Enthusiastic Beginner**: you have a new task or challenge and you want to get it solved (high commitment), however you are inexperienced (low competence). You don’t know what you don’t know. You are eager to learn, excited and curious, and fairly confident that learning won’t be difficult.
- Development Level 2 / **Disillusioned Learner**: you have acquired some competence, but haven’t made as much progress as expected. Your commitment may have dropped because it was harder than you thought or because you feel your efforts and progress weren’t being acknowledged. You could become frustrated and may even be ready to abandon the task or goal (low commitment).

- Development Level 3 / **Capable but Cautious Contributor**: you have demonstrated some competence, but lack confidence in doing the task by yourself. You may be self-critical and unsure. Or you may be bored with a particular goal or task and lose commitment that way.
- Development Level 4 / **Self-Reliant Achiever**: you have both high competence and commitment, you are confident and self-motivated. You need to be valued for your contributions. You need opportunities for growth and influence (but you don't need much direction or support).



- Take a moment and review the people you are coaching currently according to their skill in MPD by competence and commitment and find one person in each category: Enthusiastic Beginner, Disillusioned Learner, Capable but Cautious Contributor, Self-Reliant Achiever.
- Let's take a minute and discuss how coaching might change for each category.

Leadership and the One Minute Manger, Ken Blanchard

Coaching process and questions

What should I do in my coaching meetings and appointments?

The coaching process:



Coaching Fundamentals, Ray Wheeler, Leadership Praxis

Focus Questions

- What can we celebrate together?
- How would you describe how are you doing?
- Where are you now?
- What do you want to address? What do you want to leave this conversation with? Leadership Coaching for Perspective and Insight
- How can we work together?
- What's really important?
- Tell me why you chose that topic to focus on today?
- What has happened lately that makes this an important topic

Review Questions

- How have you lived your dream?
- Have you completed the actions you determined to do in our last conversation?
- What do you believe is impossible to do, that if you were able to do it would completely change the game?
- What are you pretending not to know?
- What are you pretending not to see?
- What are you pretending not to experience?

Inquire Questions

- What do you want to accomplish?
- What are the possible ways to get there?
- Which path will you choose? What will you do?
- What preparation is needed?
- What skills do you possess to get there?
- What skills do you need to develop to get there?
- Who do you need to go with you?
- How will you measure progress?

Resource Questions

- What resources will you need?
- What resources do you already have?
- What resources are missing?
- Where will you find resources?
- What are you willing to endure to acquire the resources you need?
- What is the most important thing you need from me at this point?

Act Questions

- What's the next most potent step you need to take? When will you take it?
- What will try to get in your way?
- Who needs to be a participant in the action?
- Who needs to be in your communication loop?
- How will I measure the action's effectiveness?

MPD specific questions

1. What are you asking God for in this situation?
2. If you were the coach, what would you tell me in this situation?
3. How are you doing today?
4. What's on your mind today?
5. Can you tell me something encouraging that happened this week in support raising?
6. Did anything hinder you from getting your phone calls and appointments this week?
7. What were your biggest challenges this week?
8. Is there a skill I could train you in that would be helpful in reaching your goal?
9. What is your priority this week?
10. What are you taking away from this conversation?