



Coaching and Being Coached for Capabilities

By Mathew A. Bryant

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Agenda, Coaching and Being Coached

- Coaching, What is it?
- Models
- Tools
- Wrap Up



Coaching vs Mentoring vs Leadership/Management

Coaching is:

- | teaching sales skills
- | sales planning
- | company objectives
- | tactical
- | tangible
- | short term

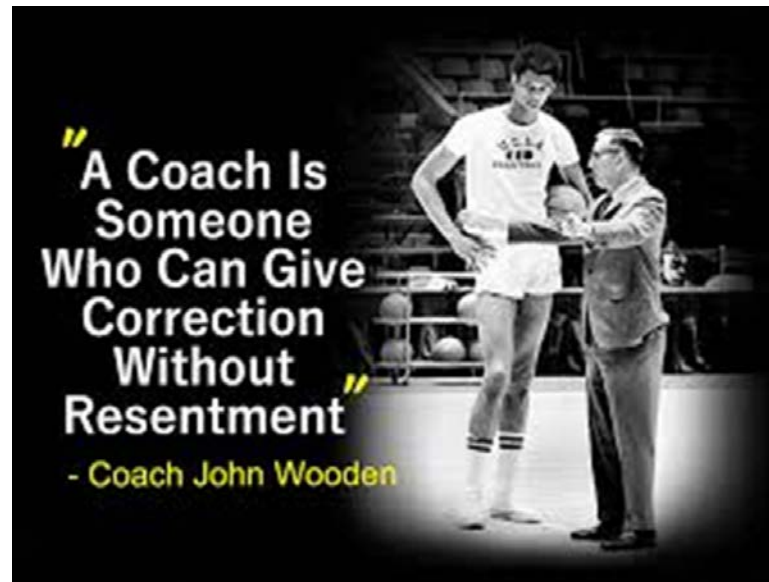
Mentoring is:

- | developing career skills
- | goal setting
- | personal development
- | strategic
- | visionary
- | long term



What is Coaching

- **Coaching is:**
 - The practice of supporting/guiding an individual through the process of achieving a specific professional result
 - The act of guiding to enhance soft skills as a supplement to a development plan
- A Coach is:



Building Coach-ability (Avoiding Resentment)

Establish Ground Rules:

- Confidentiality
 - Insecure - no trust, no trust - no connection
- Be respectful
 - Focus on words and how messages are delivered
- Participation
 - Active Listening and Thoughtful Response (Ted Talks)
 - o [5 ways to listen better by Julian Treasure](#)
 - o [10 ways to have a better conversation by Celeste Headlee](#)
- Communicate expectation



Three Coaching Skills

- Listen
 - For Hopes/Aspirations
 - For Strengths/Talent
 - For what is missing
- Think
 - In the NOW moment
 - “How do I best serve this person I am coaching”
- Speak
 - Everything said is in the service of the person I am coaching
 - Coachee is capable

What Motivates People

Motivation and Coaching or Being Coached?

- Personal motivation is what drives us through challenge
- Understanding personal motivation supports coaching
- Coaching always requires asking but not solving

Discuss the motive, Coach and Coachee

- www.youtube.com/watch?v=u6XAPnuFjJc

Coaching Models

Examples of Traditional Coaching Models

G: Goals
R: Reality
O: Options
W: Will

C: Current Reality
I: Ideal
G: Gaps
A: Action
R: Review

C: Contracting
L: Listening
E: Exploring
A: Action
R: Review

A: Assess Situation
C: Creative Brainstorming
H: Hone Goals
I: Initiate Option Generation
E: Evaluate Options
E: Encourage Momentum

O: Outcome
S: Situation
C: Choices/Consequences
A: Actions
R: Review

P: Preparation and
Discovery
A: Action
R: Reflection and Insight
T: Transformation
N: New Possibilities
E: Empowering Energy
R: Results

S: Subject
T: Target Identification
E: Emotion
P: Perception and Choice
P: Plan
P: Place
A: Adaptor Act

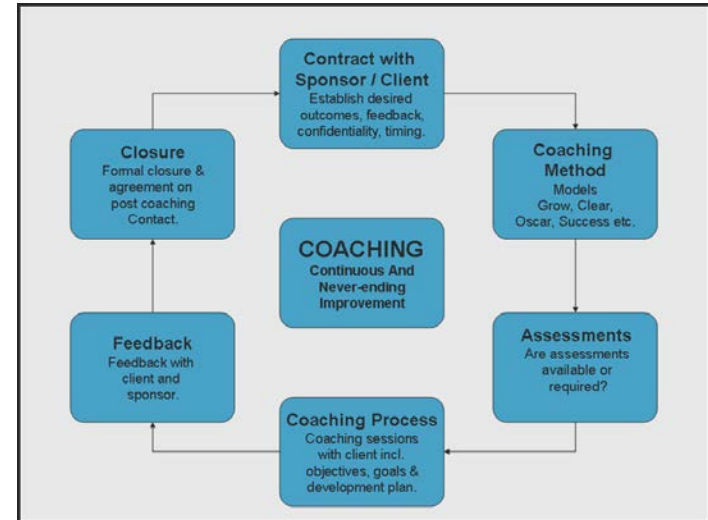
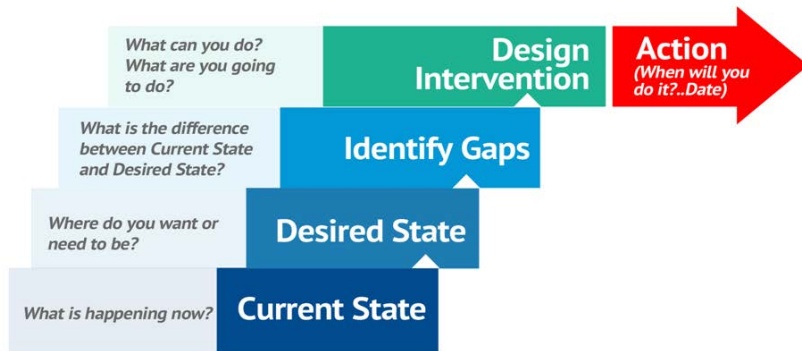
S: Spot the Opportunity
T: Tailor the Intervention
E: Explain the Task
E: Encourage
R: Review

C: Clarify the Issue
O: Open Up Resources
A: Agree the
Preferred Future
C: Create the Journey
H: Head for Success

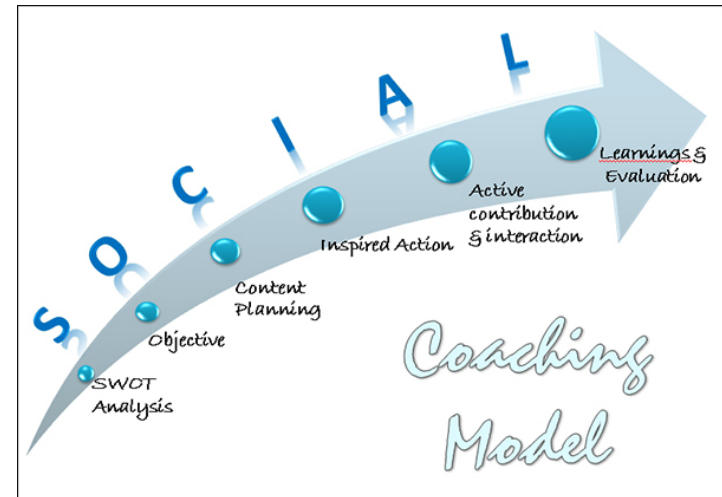
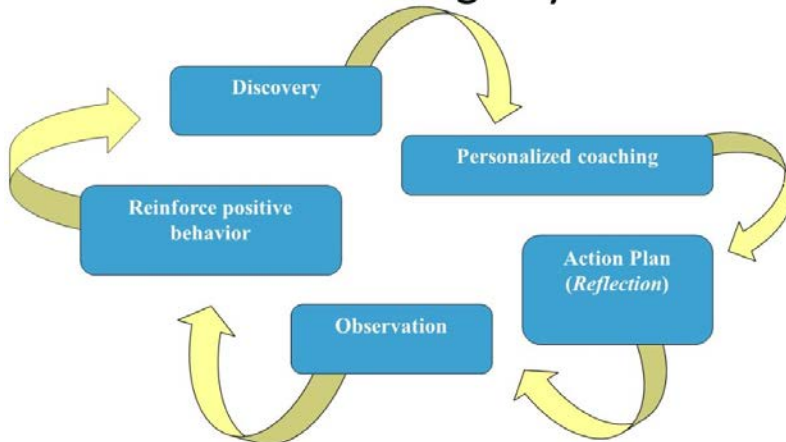
G: Goal
A: Assessment
I: Ideas
N: Next Steps
S: Support

Coaching Models, continued

The Benning Performance Coaching Model



The "Coaching" Cycle



Tools

Develop a contract
Keep it Simple
Keep it Focused
Keep it Measurable

A Declaration to Coach

This is a coaching agreement between

_____ and _____
(coach name) (coachee name)

We agree to coach for _____ weeks every
_____ at _____ at _____
(day of week) (time) (place)

I, the coachee, want to achieve the following during the coaching:

1. _____

2. _____

3. _____

Coach Signature Date Coachee Signature Date

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Tools, continued

Manager	Name	Position	Contract (Role-based/ Denali/ ICS /IDB)	Salary Grade	Qualifica- tions/ Job Knowledge (1-4)	Manager Rating (1-4)	JOB COMPETENCIES								Avg. Skills	Total All	Appraisal	
							Job Skills 1 (2-8)	Job Skills 2 (2-8)	Job Skills 3 (2-8)	Job Skills 4 (2-8)	Job Skills 5 (2-8)	Job Skills 6 (2-8)	Job Skills 7 (2-8)	Job Skills 8 (2-8)			Feb-11	Aug-11
Manager 1	Programmer 1	Sr Statistical Programmer	Role-based	28	4	4	8	8	8	7	8	8	7	8	7.75	15.75	3	3
	Qualifications/Job Knowledge			1=Poor	2=Average	3=Good	4=Superior											
	Knowledge of performing various tasks as per relevant job description																	
	Degree should not be taken into consideration (already taken into account in individual's role and title)																	
	Manager Rating			1=Poor	2=Average	3=Good	4=Superior											
	Current performance and future potential to further develop into more senior position and take additional responsibility. Also looking at potential for consultative/ leadership skills.																	
	Job Competencies:																	
	Job Skills #			2=Poor	4=Average	6=Good	8=Superior	(Use of numbers 3,5 ,7 is fine)										
	1	Work Quality - produces consistent, timely, high quality work. Attention to detail.																
	2	Communication and Interpersonal Skills - communicates effectively and maintains effective working relationships																
	3	Customer Service - demonstrates positive, professional customer service orientation (to both internal and external customers)																
	4	Initiative - demonstrates personal energy and drive pursuing work objectives (higher score reflective of personal time invested)																
	5	Team Skills - works effectively in cooperative processes and as a team member																
	6	Work Quantity - efficient in producing work																
	7	Adaptability to change - flexible, able to manage change																
	8	Motivation - self-motivated, able to work under minimal supervision																

Name of the Associate	Derived Dataset Requirements	TFL Requirements	TFL Programming / Validation - Safety	TFL Programming / Validation - Efficacy	Derived Dataset Programming / Validation - Safety	Derived Dataset Programming / Validation - Efficacy	SDTM	ADAMS	IDB (Intergrated Datasets - Pooling of Datasets)
	N/A	Intermediate	Expert	Expert	Expert	Exper	Beginner	Intermediate	Beginner
	N/A	Intermediate	Expert	Expert	Experienced	Experienced	Beginner	Beginner	Experienced
	N/A	Beginner	Intermediate	Intermediate	Expert	Expert	Beginner	Intermediate	Beginner
	N/A	Beginner	Intermediate	Intermediate	Expert	Expert	Beginner	Beginner	Experienced
The capabilities are classified into the following categories – Beginner 1-2 yrs, Intermediate 3-5 years, Experienced 5yrs, Expert 5 or more years. N/A is not applicable.									

Wrap Up

- *Define the skill to be coached*
- *Discuss expectations*
- *Ask questions*
- *Guide, don't resolve*
- *Think and search for tools to use*
- *Expect to grow yourself*



“The most important thing in communication is to hear what is not being said.” Peter Drucker