

*Revealing
the
Invisible*



*Coaching the People You Lead to
Discover, Learn, and Grow*

“To get to our next level of excellence depends on the quality of our culture, which depends on the quality of our relationships, which depends on the quality of our conversations...”

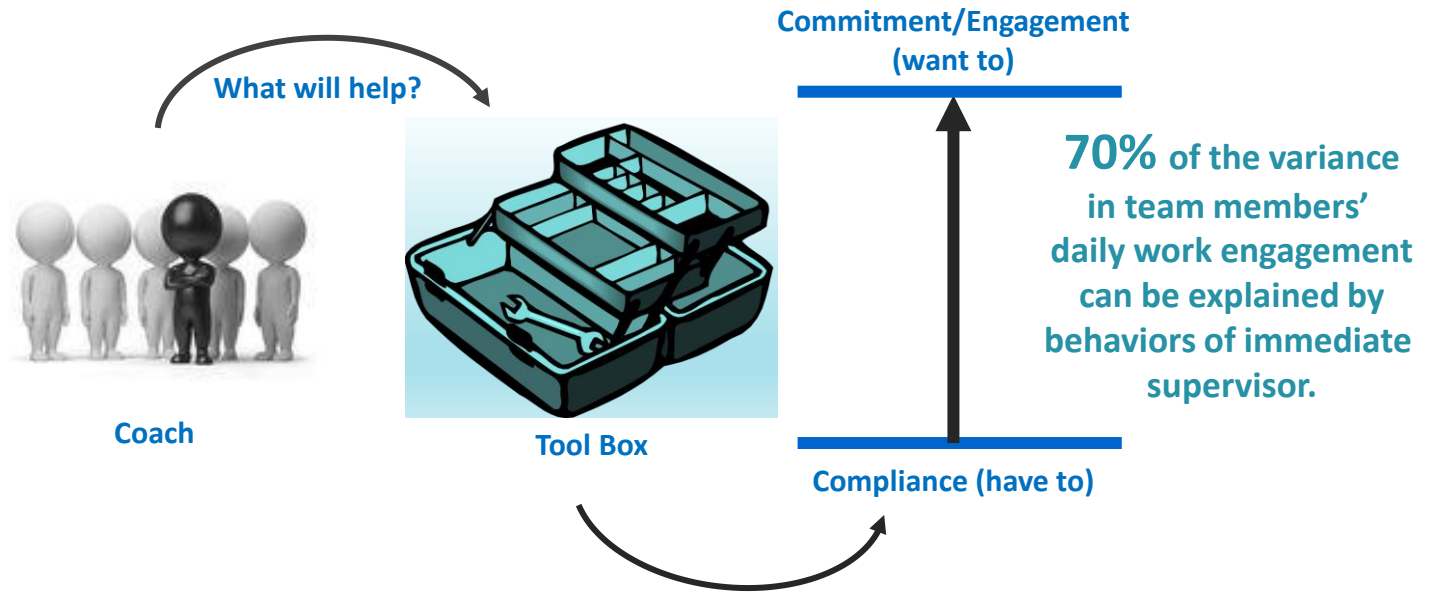
Everything happens through conversation!

Judith E. Glaser

Coaching is a conversation!

“The key to drawing out the brilliance of another person is through conversation.”

The Difference A Coach Makes



“The single biggest decision companies make -- bigger than all the rest -- is who they name manager. When you name the wrong person manager, nothing fixes that bad decision. Not compensation, not benefits--nothing.”

Gallup CEO Jim Clifton

Nearly 50% of employees surveyed quit their job because of a bad manager, and almost 2/3 believed their manager lacked proper managerial training.

(2018 Udemy Study)

Difference
Between
Mentoring
vs
Coaching

Mentoring

Sometimes We Ask, Mostly We Tell

Coaching

Sometimes We Tell, Mostly We Ask

The Essence of Coaching

“Coaching is the genuine interest in another person, paired with curiosity in conversation, which enables the person to learn what is within and perform at their best with new awareness and focus.”

The Essence of Coaching

"Coaching is not merely a technique or set of tools to be pulled out and rigidly applied in a certain situation, but is a way of managing, a way of treating people, a way of thinking, a way of being."

John Whitmore, Coaching For Performance

Presence

BE HERE NOW



Presence

*Presence:
“To Listen With
Undivided
Attention”*

Ears



Eyes

Heart

Presence = Face

Presence

The Conversation Within

We listen at 400 words per minute.
People talk to us at 100 words per minute.

We drop out of conversations every 12-18 seconds
to process what people are saying.



We Create the Conversation Within.....
which trumps the words of what others are saying to us.

What does your mind do with the 300-word gap when you are in conversation with another person?

The Conversation Within

What normally starts the conversation within your head as you are trying to listen to others?

I hear your problem and start figuring out how to solve it while I am listening to you.

Composing my reply, back to you.

Cannot get my own problem from earlier today out of my mind.

I need to get back to work!

Not this same issue again!?!

What you are saying frustrates me and my emotions start getting involved in the conversation.

What you said just reminded me of something I need to do.

What you said just jump started my creative thinking on other topic.

Something around me is distracting my presence.

*As good as we may be in multi-tasking different things, our **brains** do not process two different things involving “**words**” very well.*

Presence

Presence is The Next 5 Minutes



“We influence by our
presence.”

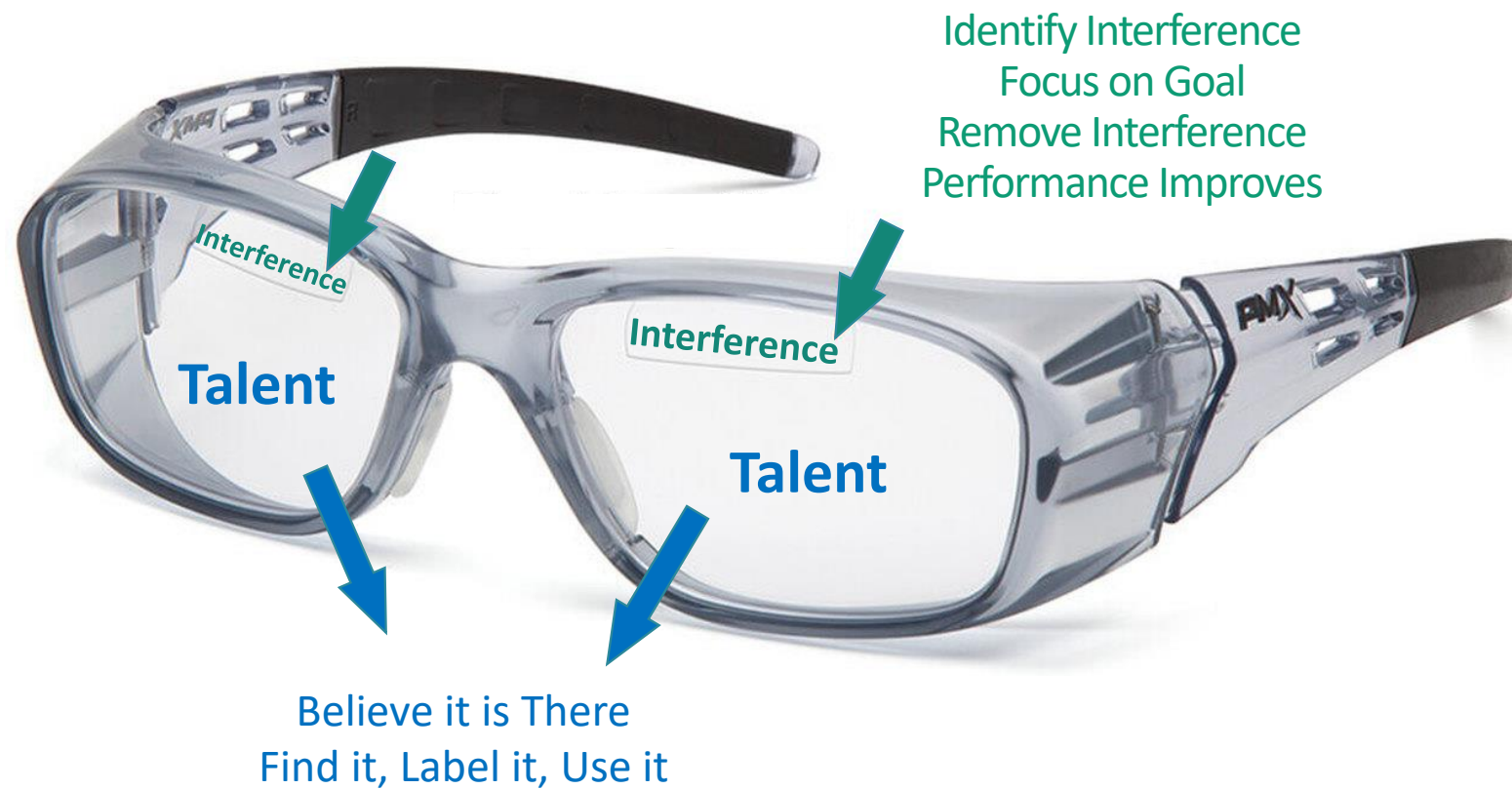
Go Slow to Go Better

“Speed is addictive; it undermines nearly everything in life that really matters; quality, compassion, depth, creativity, appreciation, and real relationship.”

– Tony Schwartz



Coaching Lens



Revealing the Invisible



We must
believe...

Thomas Edison.....

- When Edison was a young boy, a note was sent home from school to his mother that only she was to read. When young Thomas asked what the note said, his mother tearfully said,
- *“Your son is a genius. This school is too small for him and does not have enough good teachers to train him. Please teach him yourself.”*
- Years later after his mother died, Edison found the note as he went through her belongings. He was stunned and wept for hours after reading it. What the note actually said was:
- *“Your son is unable to think clearly. We will not let him come to school anymore. We do not have the teachers to handle him. You will have to teach him yourself.”*

His mother saw in Edison what others did not or chose not to see.

She had believed in him.

“It’s better to trust and be disappointed occasionally than to distrust and be miserable all the time.” - Abraham Lincoln

Giving Hope

Coaching Others to Discover,
Lead, and Grow



Giving hope to others lies in what you believe about them long before what you and others can see.

All people have valuable contributions to make and the potential to perform at a higher level.

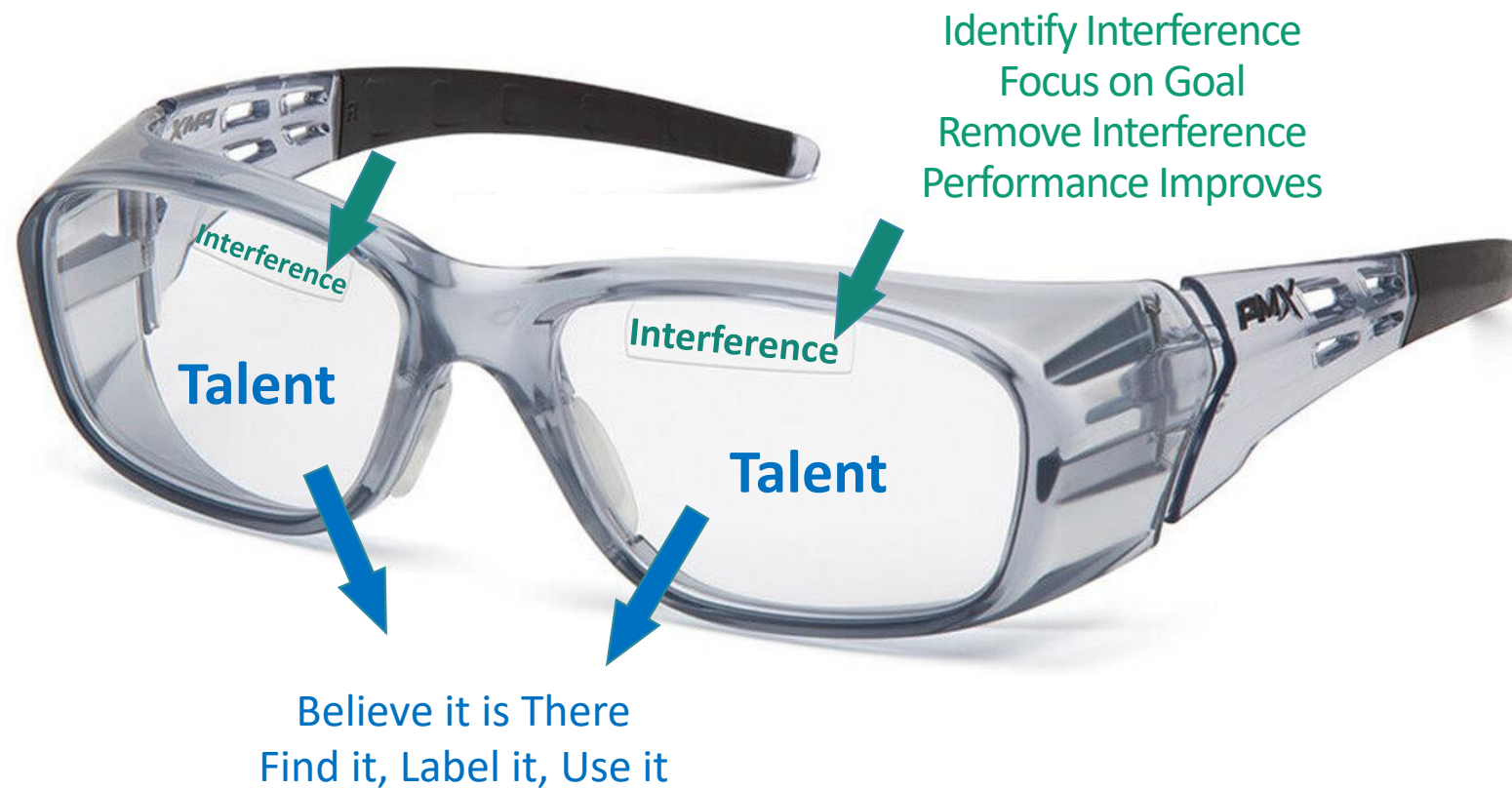
Not everyone is at the same level of talent or capability, yet everyone's capability can increase.



Instead of trying to bring everyone to the same level, focus is to level-up each person, building a floor or two of capability at a time.

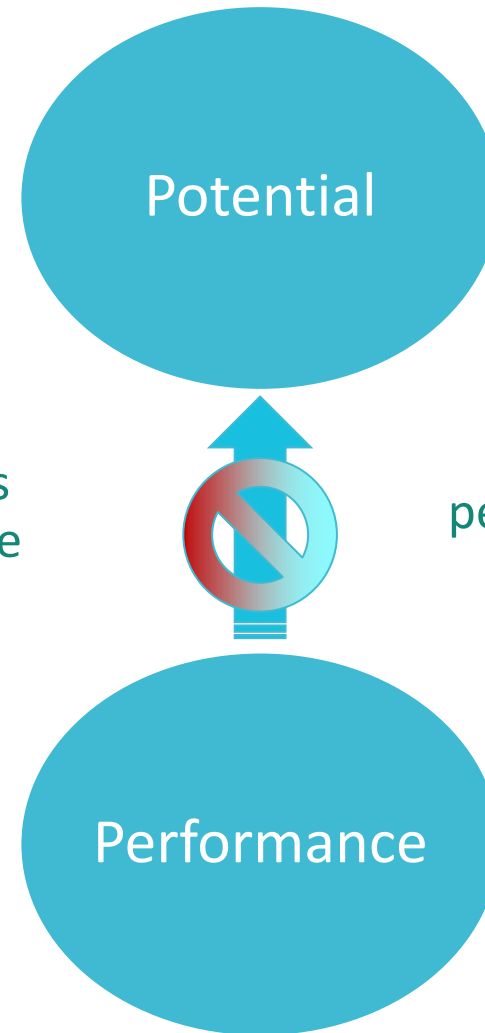


Coaching Lens



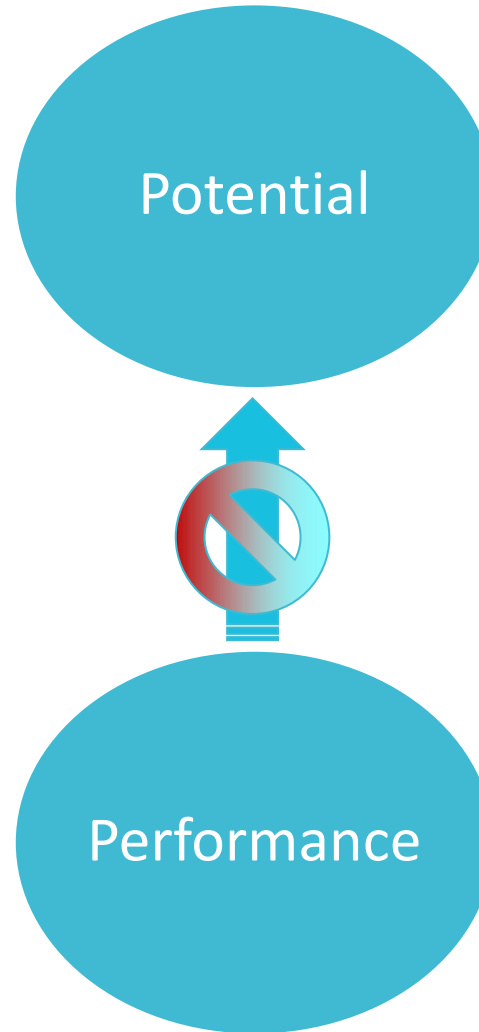
What is Interference?

Anything that blocks us from acting on what we already know.



Keeping us from performing at our best when our best is needed.

If performance is not where it needs to be, then *interference* (external or internal) is present.



Identify the *interference* and remove it. Performance will be the result.

The Performance Equation: $\text{Performance} = \text{Potential} - \text{Interference}$
 $P = P - I$

Sources of Interference

Which are External?

Which are Internal?

- Fear of failure
- Lack of confidence (self-doubt)
- Policies and procedures
- Poor economy
- Trying too hard
- Lack of opportunity
- Working to impress
- Lack of technical, job knowledge
- Anger and frustration
- Lapse in concentration
- Ideas rejected
- Self-criticism
- Lack of resources, tools
- Unclear expectations
- Seeking perfection
- Excessive workload
- Compensation plan
- Nervousness
- Verbal instructions, telling

60% of employees experience workplace interference every day that prevent them from accomplishing their goals.*

The average employee shows up to work only 68% charged up and ready to go.*

Sources of Internal Interference

- things that I think and feel about myself.

Types of Internal Interferences that impact me the most:

- 49% I am concerned about money.
- 31% I worry about friends and family, other people outside of work.
- 28% I worry what other people think.
- 24% I am not sure if what I do really matters for my company.
- 16% I am not sure I know what I am doing.
- 14% I feel like I do not fit in with the work culture. (I do not belong.)
- 14% I am afraid of getting fired.
- 12% I do not feel like I am good at my job.

Sources of External Interference

- things happening around me outside of my control

Types of External Interferences that impact me the most:

- 38% Chaotic, disorganized workplace.
- 30% Distracting co-workers.
- 29% Difficult clients/customers.
- 25% Workplace politics.
- 22% Interruptions from technology.
- 21% Too many meetings.
- 21% Leaders treat employees unfairly.
- 19% Too many responsibilities.
- 17% Pressure from deadlines.
- 12% Unrealistic performance goals.

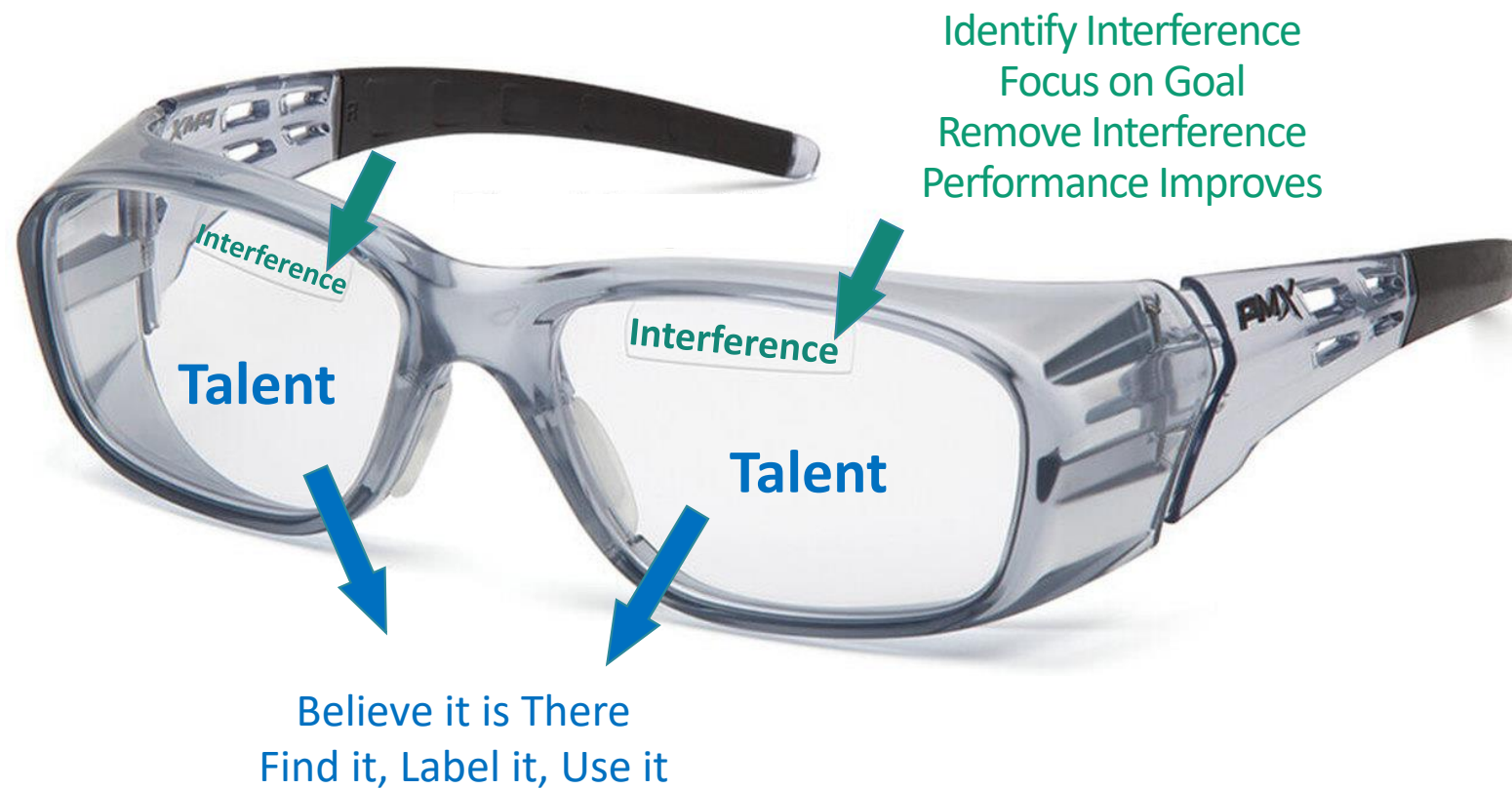
What can Managers do to reduce Interference?

What are the most helpful things managers can do to reduce interference?

- 57% Treat employees equally.
- 53% Provide opportunities for growth.
- 49% Pitch in and help when things are hard.
- 41% Coach employees to solve problems.
- 32% Offer more training.
- 29% Ask me what I should do instead of telling what to do.
- 18% Take an interest in my personal life.



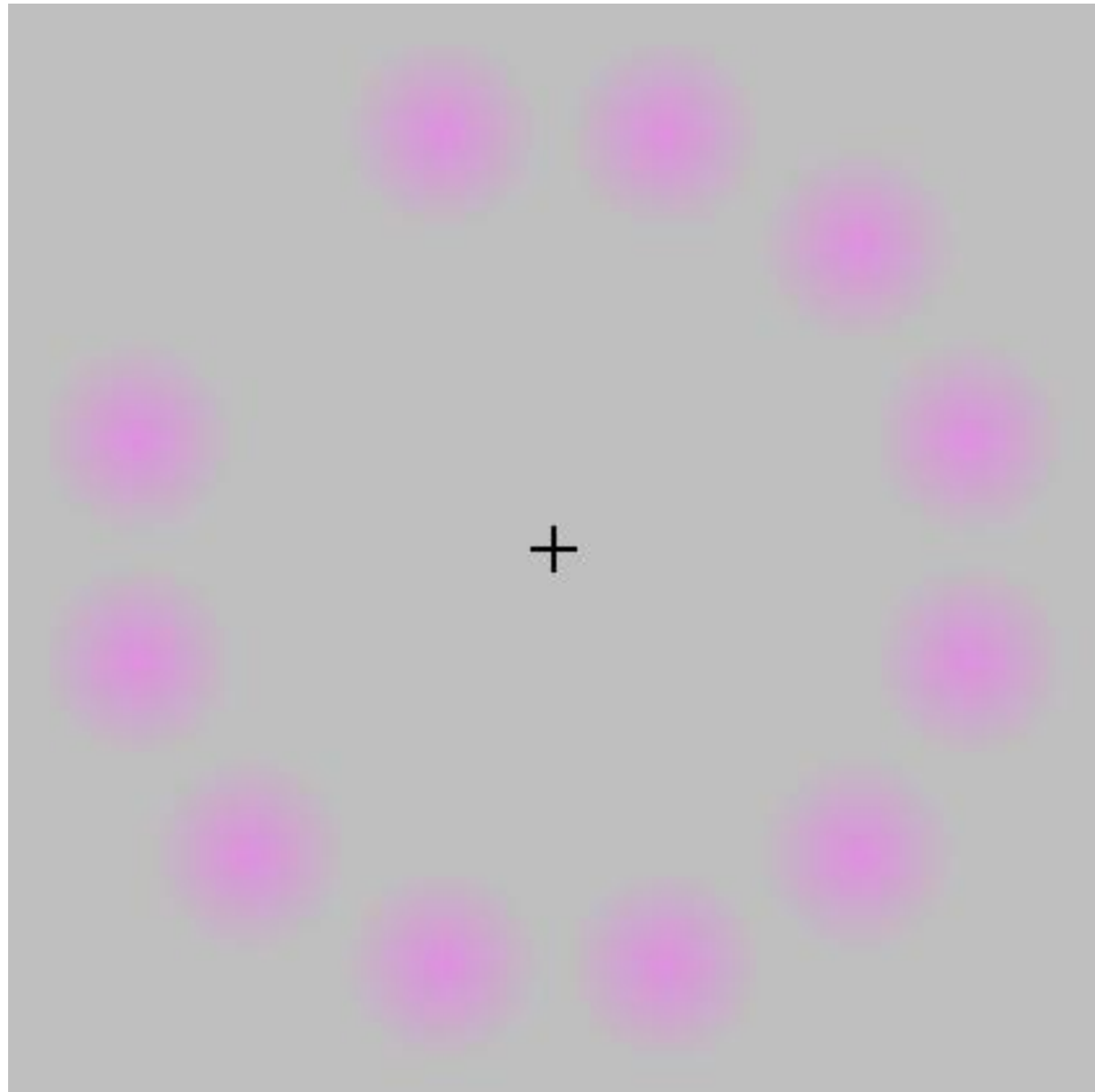
Coaching Lens



Coaching is a Conversation



Gain Clarity on NOW
Gain Clarity on FUTURE
Gain Clarity on
HOW to get THERE



Sometimes *a*
change of
focus is the
need



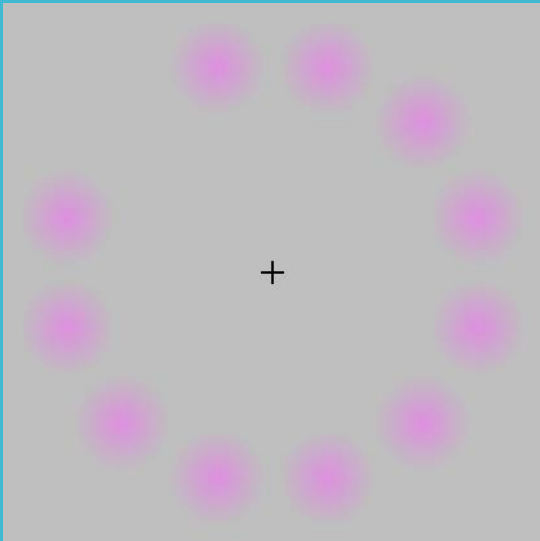
RIO DE JANEIRO, BRAZIL - AUGUST 09: Michael Phelps (L) of the United States leads Chad le Clos of South Africa in the Men's 200m Butterfly Final on Day 4 of the Rio 2016 Olympic Games at the Olympic Aquatics Stadium on August 9, 2016 in Rio de Janeiro, Brazil. (Photo by David Ramos/Getty Images)

What is person paying attention to?

Sometimes
increased
focus is the
need

Coxswain: To steer a rowing boat





Increase Focus



Reduce Interference



People Move to a Better Place

"I think about baseball when I wake up in the morning.

I think about it all day and I think about it at night.

The only time I don't think about it is when I am playing it."

- Carl Yastrzemski, Elected to the Baseball Hall of Fame in 1989 after 23 years as a player

The Toggle Switch of Coaching



“What is the most useful, most valuable, most powerful thing I can do right now to move the person forward?”

Driven By Direction

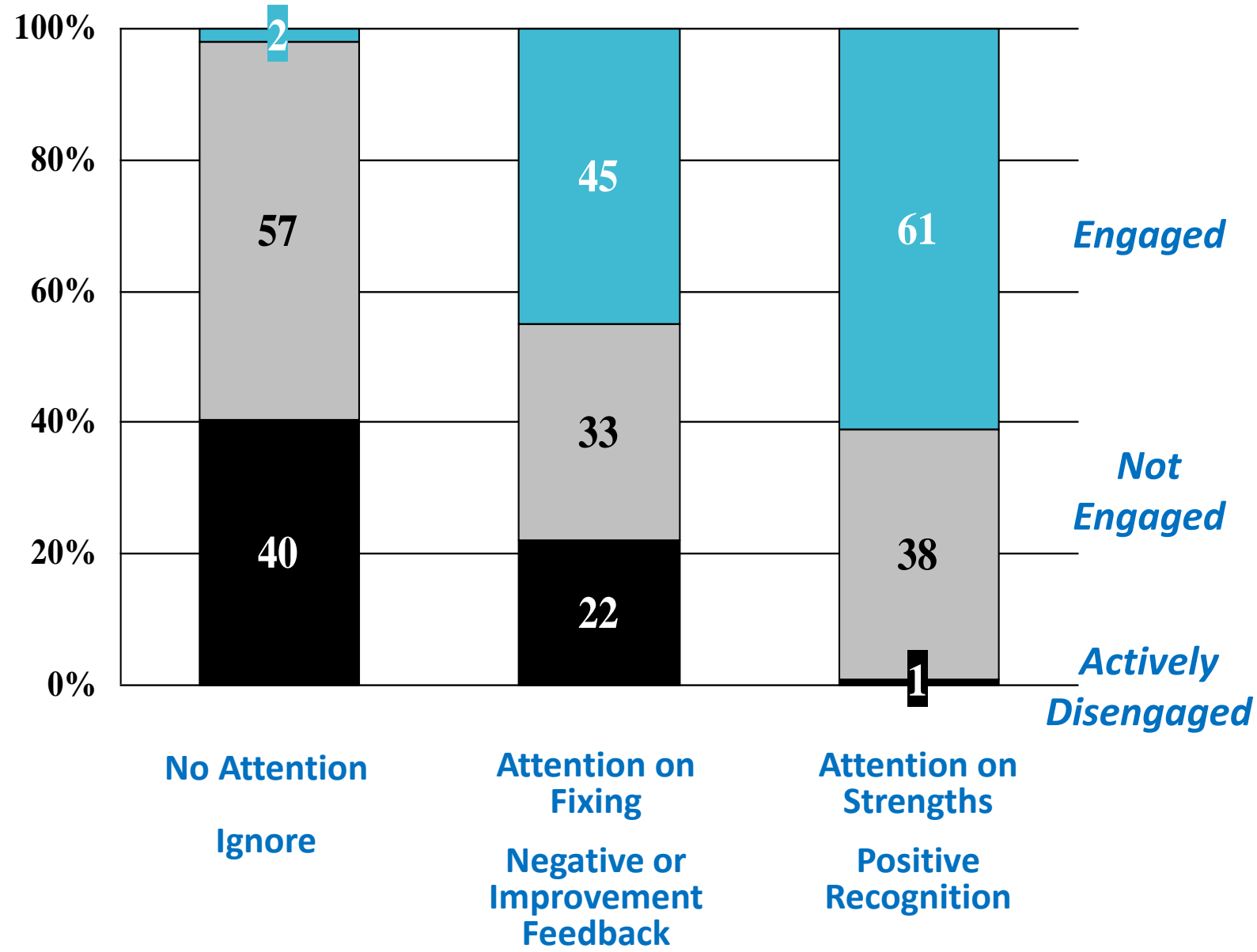
Driven by Ownership

Performance Cycle

The Power of Attention

“Helping Others Thrive and Excel”

Attention Can Increase Performance



Check-In

Everyday Coaching
Conversation Flow

Increase Focus



Reduce Interference



People Move go a
Better Place

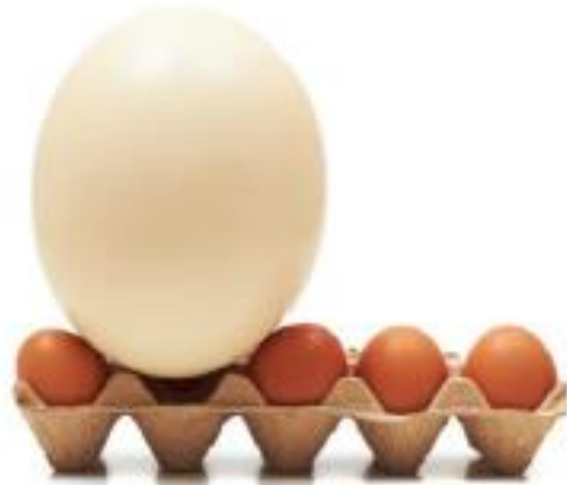
1. What's working?
2. Where are you getting stuck?
3. What can you do differently?
4. What do you need from me?

Be Often

Make coaching conversations a daily, informal act.
(not reserved for a formal “coaching time”)

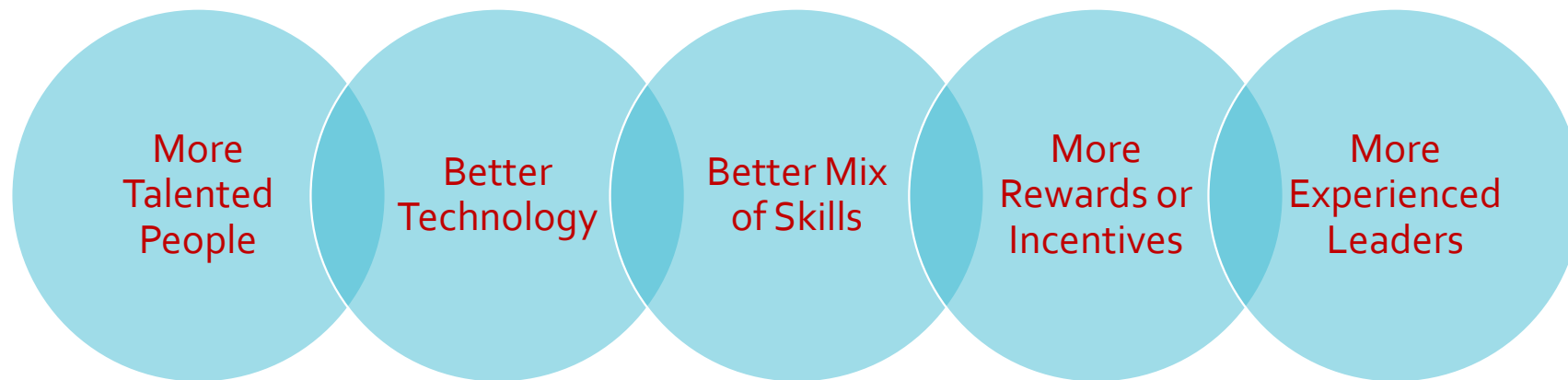
Look for the Coaching Moments.
Hold Accountable, Reinforce Progress

One Size Does Not Fit All



No two teams face the same situations, have the same goals, or the same members; there is *not one formula for success*. Each team has a unique set of strengths and areas for development. *One size does not fit all.*

****Yet, we do know that superior team performance is not a factor of:***



It's All About Culture



The Foundation of Great Teams

Not the sum of individuals but the sum of how we behave together



**What
Makes A
Great Team**
(or work culture)

Kindness & Respect

Belonging

Difference is not a Disruption

Random Acts of Kindness, even if anonymous

// *The most impactful practice in bringing my team together....each team member committed to do one unsolicited kind thing for every other team member every single day for five months.*

Chris Hadfield, Commander of International Space Station 2013



*Keeps focus on serving others.
Keeps emotions and egos in check.*

Kindness and Respect

What does your team do today that already cultivates **kindness and respect?**

What behaviors get *in the way* of your team cultivating **kindness and respect?**

What can your team do more of to cultivate **kindness and respect?**

Belonging



Diversity can be defined as the ways we differ.

Inclusion and collaboration refer to the ways we value and actively work with those differences.

Belonging is affinity, a spirit of kinship,
a wholeheartedly welcome into the team.

Difference is not a disruption.

It is how we feel.

Belonging

Belonging: Affinity, a spirit of kinship, a wholeheartedly welcome into the team, enabling all to experience a fullness of membership and affiliation.
Difference is not a disruption.

What does your team, work area do well that helps team members feel **belonging**?

What behaviors get in the way of your team creating as strong of a **belonging** team/work environment as possible?

What can your team/work area do more of to create more **belonging**?

Kindness + Respect + Belonging

Kindness, Respect, and the feeling of Belonging all fold together, creating an inclusive culture where difference does not create disruption

- We recognize our similarities
- We recognize our differences
- We honor people with dignity
- Difference is not a disruption

What We as Team Members Want From Our Leader:

- Make us feel part of something bigger. Show us how what we are doing together is important and meaningful.
- Make us feel that you see us, connect to us, care about us, and challenge us in a way that recognizes who we are as individuals. Honor the one (me uniquely) and the many (all of us together).
- Gallup: People follow Trust, Compassion, Stability, Hope

Look for leaders, coaches, mentors who will give you this “feeling”.