

# Coaching

*The “secret sauce” to building a culture of accountability*



# Alicia R. McLain

Organizational Transformation, Executive &  
Leadership Coaching

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Operational Innovations, San Diego

**Agility - Leadership - Transformation**

Helping organizations build high performing  
teams and cultures of accountability

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@AgileLeaderSD

[www.operational-innovations.com](http://www.operational-innovations.com)



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# Upcoming Events

- ▶ **Executive & Leadership Coaching: FREE**
  - ▶ Free Discovery Session (2 Openings)
  - ▶ <http://operational-innovations.com/professional-coaching/>
  
- ▶ **Public Workshop:**
  - ▶ “Beyond the User Story”, a 2-Day Immersive #Bootcamp for Product Owners
    - ▶ October 30, 31 (San Diego)
    - ▶ PROMO Code: ACESOCAL15
  
- ▶ **Workshop:**
  - ▶ The Everything DiSC® Team Reboot
  - ▶ Friday: About 90 minutes
  - ▶ Team Building/Working Agreements



# Feedback and Give Aways!

"Coaching...The 'Secret Sauce' To Building A Culture of Accountability"

Name: \_\_\_\_\_ (optional)  
Phone: \_\_\_\_\_ (optional)

1	Poor
2	Fair
3	Good
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For each item identified below, circle the number to the right that best fits your judgment of its quality. Use the scale on the left to select the quality number.

Session Feedback	5	4	3	2	1
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Please write in any other comments you have about the session.

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**DiSC**

Yes, I'd like to hear more about:

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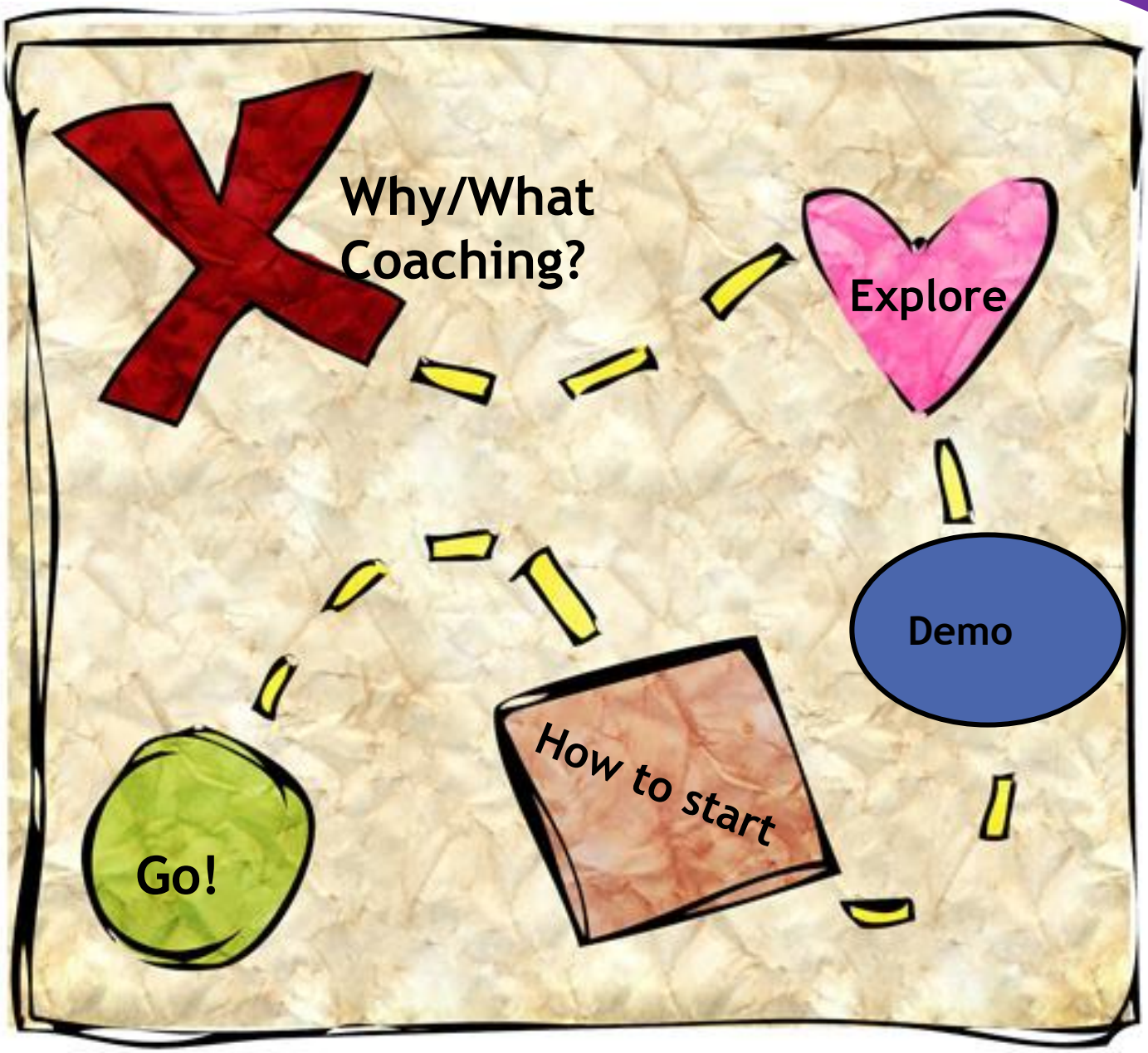
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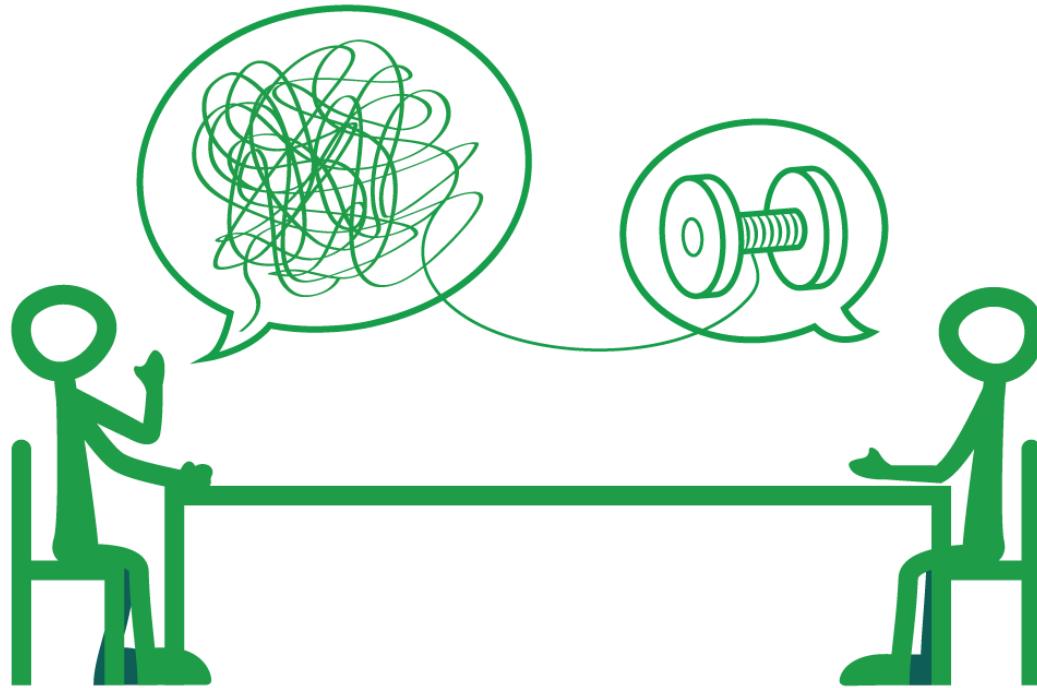
Please connect! [@alicjarmata](https://www.linkedin.com/in/alicjarmata) @LDRSHIPCoach, @AgileLeaderSD

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- Write DiSC in comments
- Write COACHING in comments
- Write TEAM REBOOT in comments
- Clearly write Contact Information







# Professional Coaching

## What is it?

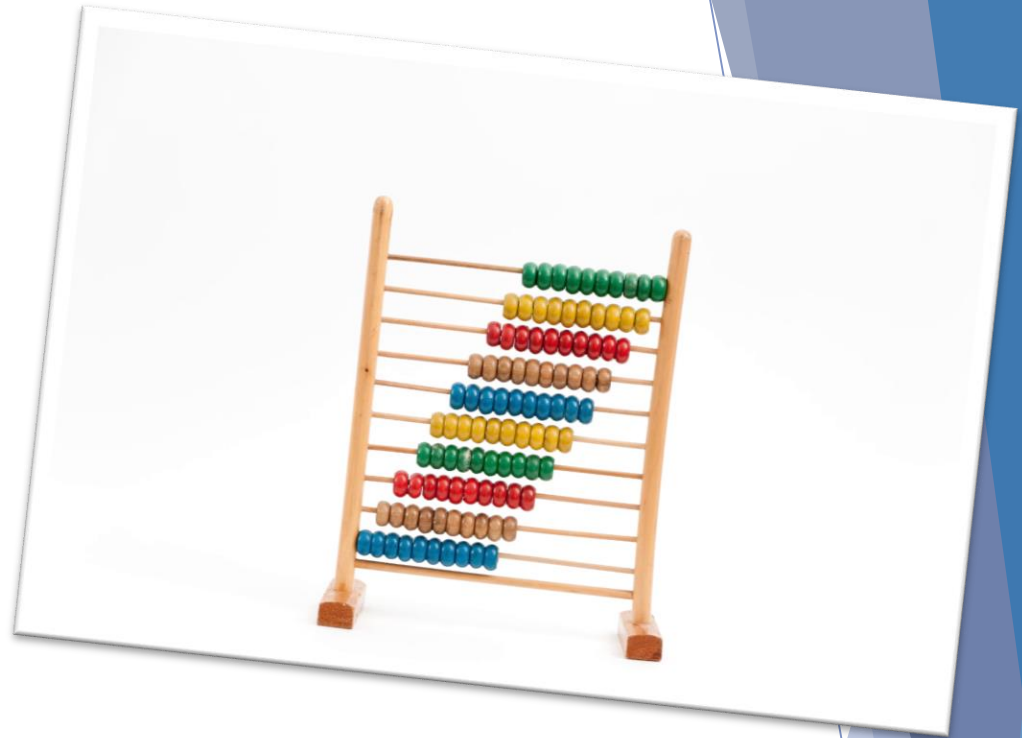


# The Numbers

Studies show:

Average return of \$7.90 for every \$10 invested in executive coaching.

When training is combined with coaching; individuals increase their productivity by an average of 86% compared to 22% with training alone.





# *Top FOUR Impacts Reported As a Result of Coaching*

1. Improved communication skills **72%**
2. Increased self esteem/self confidence **80%**
3. Optimized individual/teamwork performance **73%**
4. Improved work/life balance **67%**



# The Benefits: Coachee

- ▶ Establish and take action towards achieving goals
- ▶ Become more self-reliant, and self directed
- ▶ Gain more job and life satisfaction
- ▶ Contribute more effectively to the team and the organization
- ▶ Take greater responsibility and **accountability** for actions and commitments
- ▶ Work more easily and productively with others (boss, direct reports, peers)
- ▶ Communicate more effectively



# The Benefits: Organization

- ▶ **Overcome** costly and time-consuming performance problems
- ▶ **Strengthen** employees' skills so you can delegate more tasks to them and focus on more important managerial responsibilities—such as planning
- ▶ **Boost** productivity by helping your employees work smarter
- ▶ **Develop** a deep bench of talent who can step into your shoes as you advance in the company
- ▶ **Improve** retention; employees are more loyal and motivated when their bosses take time to help them improve their skills
- ▶ **Make** more effective use of company resources; coaching costs less than formal training

**A 'Culture of Coaching' Is  
Your Company's Most  
Important Ingredient for  
Success — *Entrepreneur.com***

# Who's serious about it?



# Coaching Defined

ICF defines coaching as **partnering with clients** in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

KB: Coaching is a deliberate process utilizing focused conversations to create an environment for individual growth, purposeful action, and sustained improvement. It is **designed to help people focus** on what they need to do more and less of to achieve their goals.



# What Coaching Is NOT...





# Scenario...

- ▶ You are the manager
- ▶ You and your employee have had a conversation about this issue before
- ▶ You're running into him in the hallway and he brings it up again, and asks for your time. You have 5 minutes before your next meeting..
  - ▶ ISSUE: He's having a conflict with a fellow employee that is shutting him down.
- ▶ You're in a rush to a meeting...
- ▶ **How do you handle this?**
  - ▶ What do you do?
  - ▶ What do you say?

# What does coaching look like?



Source: <https://youtu.be/mlbybdOx2Ew> (5:36)



Photo by Jonathan Borba on Unsplash

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# Assumptions of Successful Coaching

- ▶ The coachee as naturally creative, resourceful and whole, and completely capable of finding their own answers to whatever challenges they face.

Source; <https://coachfederation.org/>

# Coaching and Accountability

- ▶ **Competency 9, 10 and 11: Designing Actions, Planning And Goal Setting, And Managing Progress And Accountability**
  - ▶ Coach invites or allows client to explore progress towards what s/he want to accomplish in the session.
  - ▶ Coach assists the client to design what actions/thinking client will do after the session in order for the client to continue moving toward the client's desired outcomes.
  - ▶ Coach invites or allows client to consider her/his path forward, including, as appropriate, support mechanisms, resources and potential barriers.
  - ▶ Coach assists the client to design the best methods of **accountability for her/himself**.

# Let's Coach!



# Levels of Listening

<b>Level 1</b> Internal Listening (Self)	Its all about my thoughts, my judgement, my feelings, my expertise
<b>Level 2</b> Focused Listening (Other)	Hard-wired connection to other, lose awareness of outside world
<b>Level 3</b> Global Listening (Other)	Soft focus on other, aware of whole environment, including your intuition

Source: <http://www.co-active.tv>





# Exercise - Tips

## ▶ Tips for Coaches

- ▶ Ask ONE Question at a time
- ▶ Stick to open ended questions (e.g. What, How,...)
- ▶ Get comfortable with silence
- ▶ WAIT (Why Am I Talking?)
- ▶ Listen beyond Level 1

EXERCISE



# Let's try this out!

## ▶ Exercise -

- ▶ Timebox - Let's see!
- ▶ FIND - A coaching buddy (Coach and be coached)
- ▶ TWO - I will be your TIME KEEPER
- ▶ USE - Handout to ask TWO questions and make notes

## ▶ Two Roles -

- ▶ Coach - Asking the questions, listening
- ▶ Coachee - Responding to questions, finding solutions, taking ownership

What did you **discover**?

# How can I get started?

- ▶ Know yourself (DiSC, 360, Feedback, etc..)
- ▶ Emotional Intelligence (Empathy)
- ▶ Powerful questions
- ▶ Get your own coach!

# Powerful Questions

## 4 Essential Traits of Powerful Questions:

- ▶ Focus more on the person you're talking to than on the situation you're talking about.
- ▶ Are open-ended, and typically begin with the interrogative "What."
- ▶ Always come from a place of authentic, open curiosity.
- ▶ Very often, the most Powerful Question is the "dumb" question, the question that makes no assumptions.

**RESOURCE: 30 Awesome Coaching Questions for Leaders:** <https://hr-gazette.com/30-awesome-coaching-questions-for-leaders/>

# Get your OWN coach!



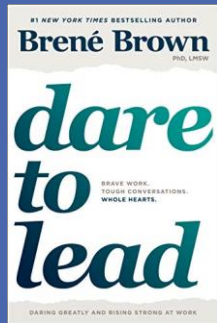
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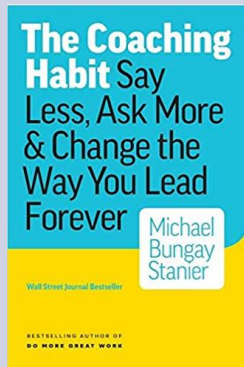


# Resources



**Dare to Lead: Brave Work. Tough Conversations. Whole Hearts.**

**Why: Effective leadership takes courage**

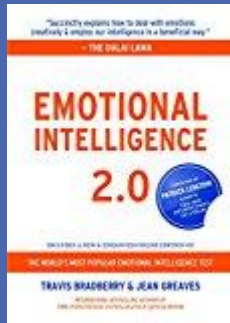


**The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever**

**Why: Leadership excellence**

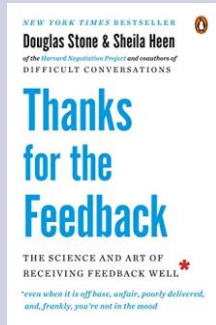


# Resources



## Emotional Intelligence 2.0

**Why:** Self, Stress Management

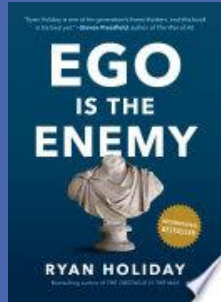


## Thanks for the Feedback: The Science and Art of Receiving Feedback Well

**Why:** Understanding self  
and others

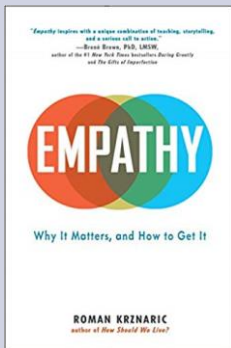


# Resources



## Ego is the Enemy

**Why:** Self Assessment



## Empathy: Why It Matters, and How to Get It

**Why:** Human connection



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Please connect! <https://www.linkedin.com/in/alkjarmclark> @LDRSHIPCoach, @AgileLeaderSD

Occupational Innovations  
355 W. Washington, #21 TL San Diego, CA 92103-0119 920-993-1486 contact@occupationalinnovations.com @alkjarmclark



Take one!  
Your access ends Nov 2

Write DiSC in comments  
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# Thank You!



- Organizational Transformation
- Executive & Leadership Coaching
- Training
- Public Speaking

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