

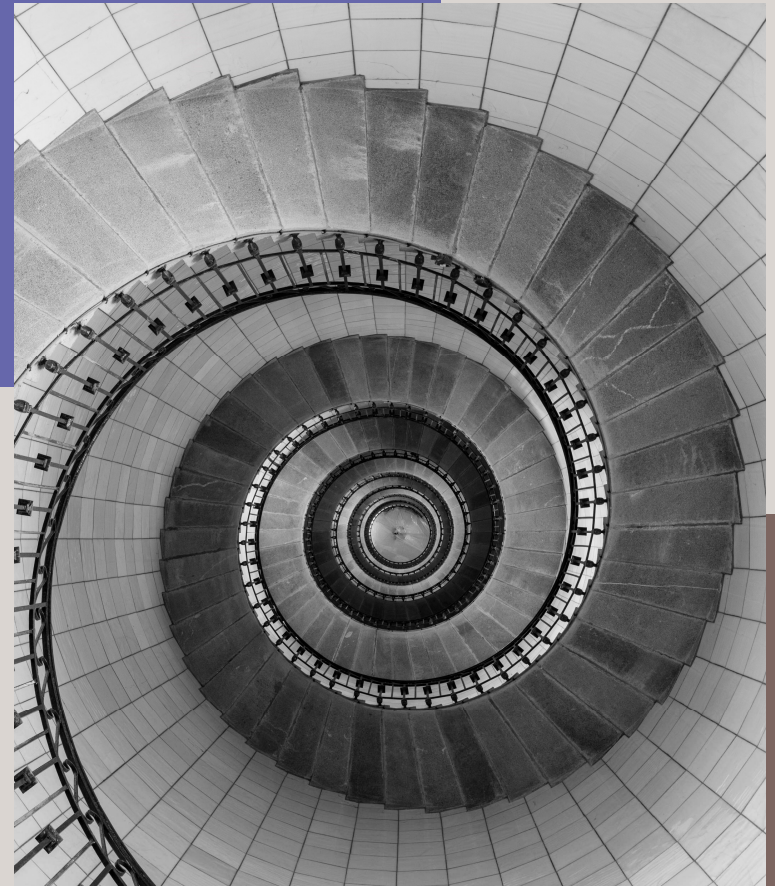
# COACHING FOR HIGH PERFORMANCE

*JUNE 24, 2022*

JACKIE  
NEILSON  
COACHING

# TODAY'S OVERVIEW

- What is Coaching?
- How does it support high performance?
- Coaching Essentials – in the office or on the court
- Coaching your Team
- Coaching YourSELF
- Try it Out
- Let's discuss
- Close





# WHAT IS COACHING?

- It's not Mentoring
- It's not Counseling
- It's not Therapy



# WHAT IS COACHING?

From the International Coach Federation (ICF) –

A thought provoking and creative partnership between coach and client that inspires the client to maximize their personal and professional potential, unlocking previously untapped sources of imagination, productivity and leadership.





# WHAT IS COACHING?

From the Institute of Coaching (IOC) –

An interpersonal process that helps people achieve positive change and growth. By harnessing innate strengths, uncovering intrinsic motivations and asking empowering questions, coaching fosters self-generated insight, vision and goal clarity.



# WHAT IS COACHING?

From the World of Sports –

Unlocking a person's potential to maximize their own performance. It is helping them to learn, rather than teaching them.

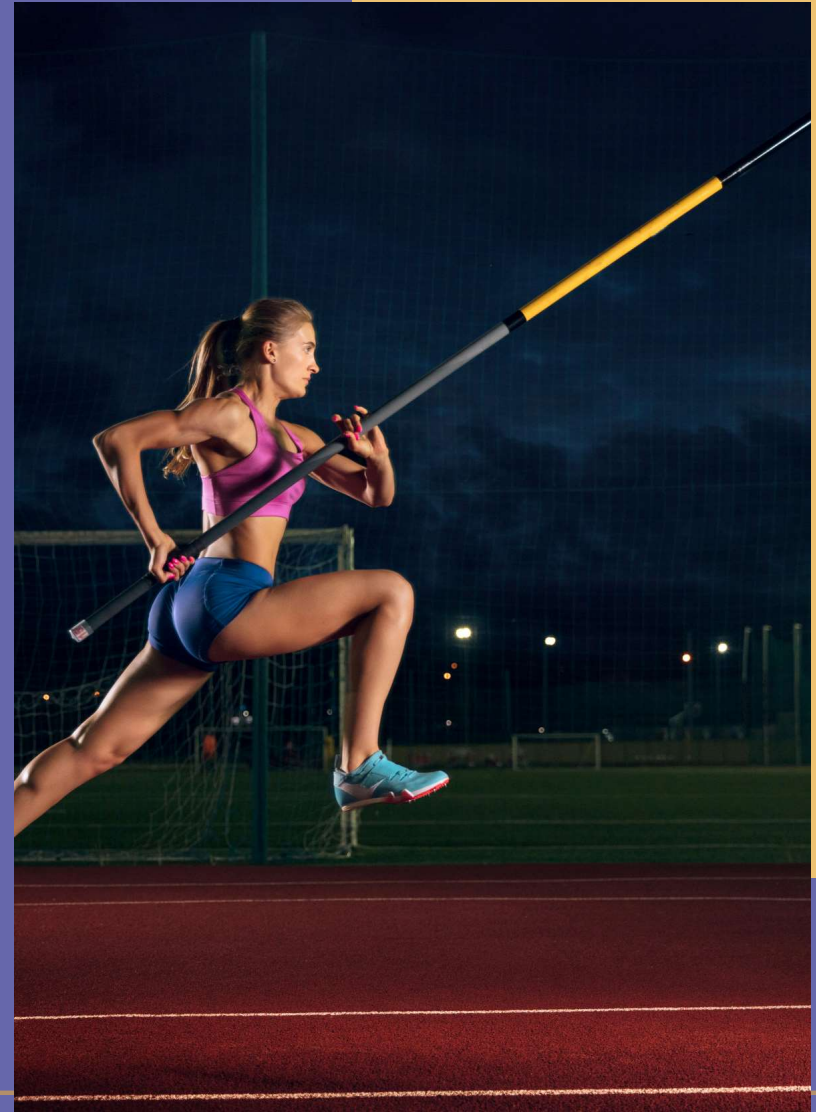
- Timothy Galloway, Author of Inner Game of Tennis



# ESSENTIALS FOR HIGH PERFORMANCE –

## *ON OR OFF THE COURT*

- Planning and Commitment
- Ongoing Mindset development
- Maintaining Health and well-being
- Motivation and sustained engagement

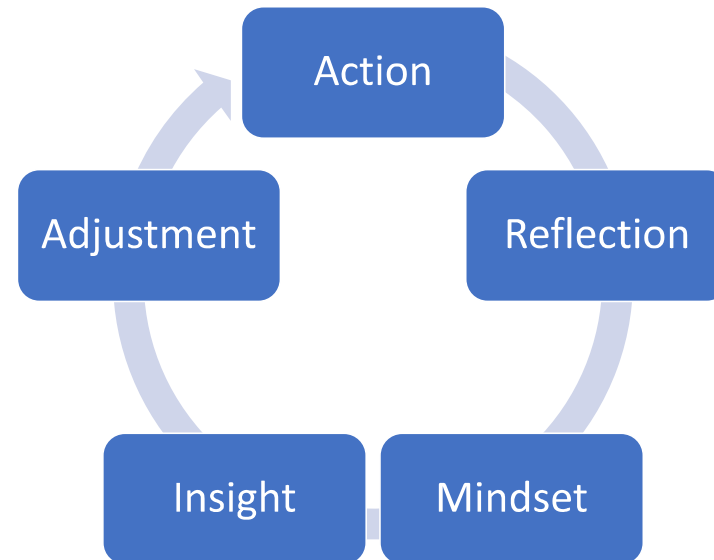




# HOW COACHING SUPPORTS HIGH PERFORMANCE

- Total acceptance, no judgement
- Seeks Goal clarity
- Challenges assumptions and limiting beliefs
- Identifies behavioral and thinking patterns
- Pushes past the comfort zone
- Encourages Action

Action \* Reflection = Learning





COACHING  
AS A  
PEOPLE LEADER

# SHIFTS ARE UNDERWAY FOR PEOPLE LEADERS\*

- **POWER SHIFT** : from Me to We
- **SKILLS SHIFT**: Task Overseer to Performance Coach
- **STRUCTURAL SHIFT**: Static and Physical to Fluid and Digital

## A skills shift: from task overseer to performance coach

I oversee work.



I track outcomes.

I assess team members against expectations.



I coach them to achieve their potential and invite their feedback on my management.

I provide work direction and share information from above.



I supply inspiration, sensemaking, and emotional support.

\* HBR Managers Can't Do It All Mar-Apr 2022



# GOOD MANAGERS ARE GOOD COACHES

Manager's who coach help their  
Team members:


- Define what they need to grow and help them stay on track to do so
- Expand their knowledge and capabilities
- Become more self-aware
- Respond to situations more effectively



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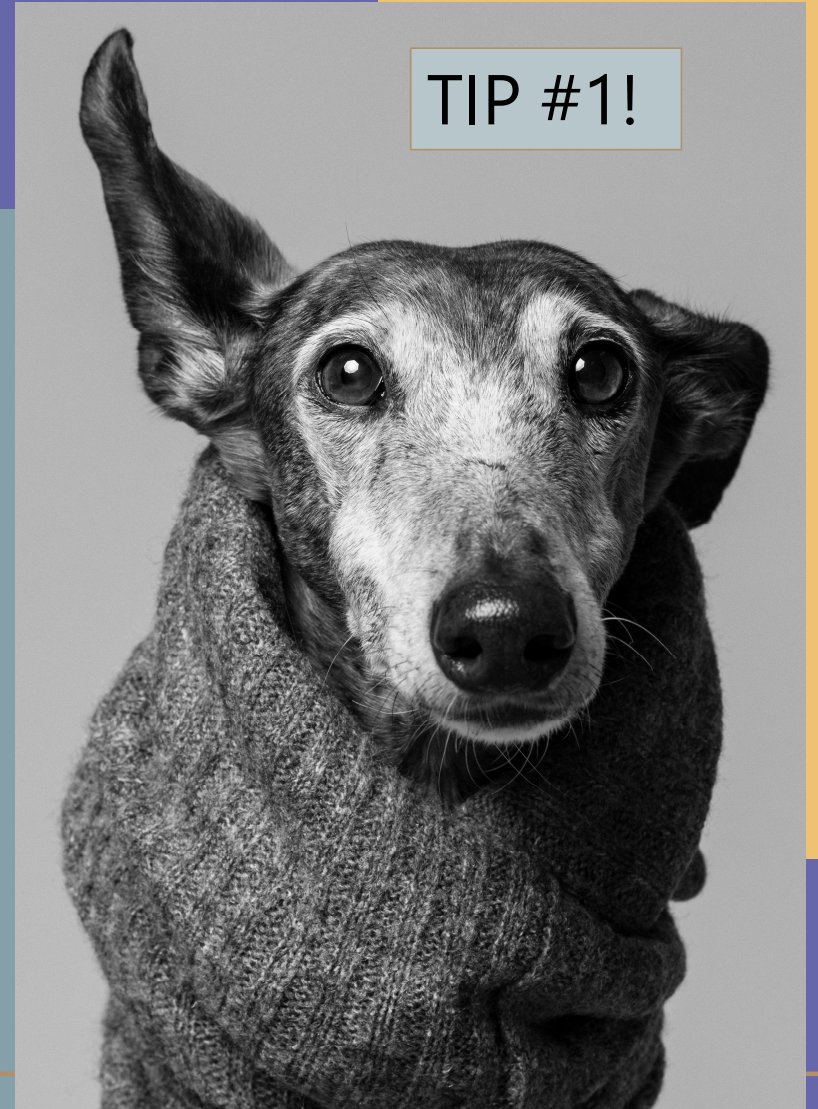


Coaching helps their Team Members  
Maximize their Potential!

# TO COACH YOUR TEAM MORE EFFECTIVELY, ASK *BETTER* QUESTIONS!

- Telling vs Asking Questions
  - Buy-in, development, leverage
- Ask open ended questions: what and how?
- Practice making a question your first response
- Reflect on how much you are talking vs listening

TIP #1!





## 5 ESSENTIAL QUESTIONS\*

- **Wait, what?.....is at the root of all understanding**
- **I wonder if?.....at the heart of all curiosity**
- **Couldn't we at least?.....is at the beginning of all progress**
- **How can I help?.....is at the base of all good relationships**
- **What really matters?.....gets to the heart of life**



\* James E Ryan: 2016 Commencement Address, Harvard Graduate School of Education

# POWERFUL COACHING QUESTIONS\*

1. **The Kickstart Question:** What's on your mind?
2. **The Awe Question:** And what else?
3. **The Focus Question:** What's the real challenge here for you?
4. **The Foundation Question:** What do you want?
5. **The Lazy Question:** How can I help?
6. **The Strategic Question:** If you're saying yes to this, what are you saying No to?
7. **The Learning Question:** What was most useful for you?

\* The Coaching Habit,  
Bungay Stanier

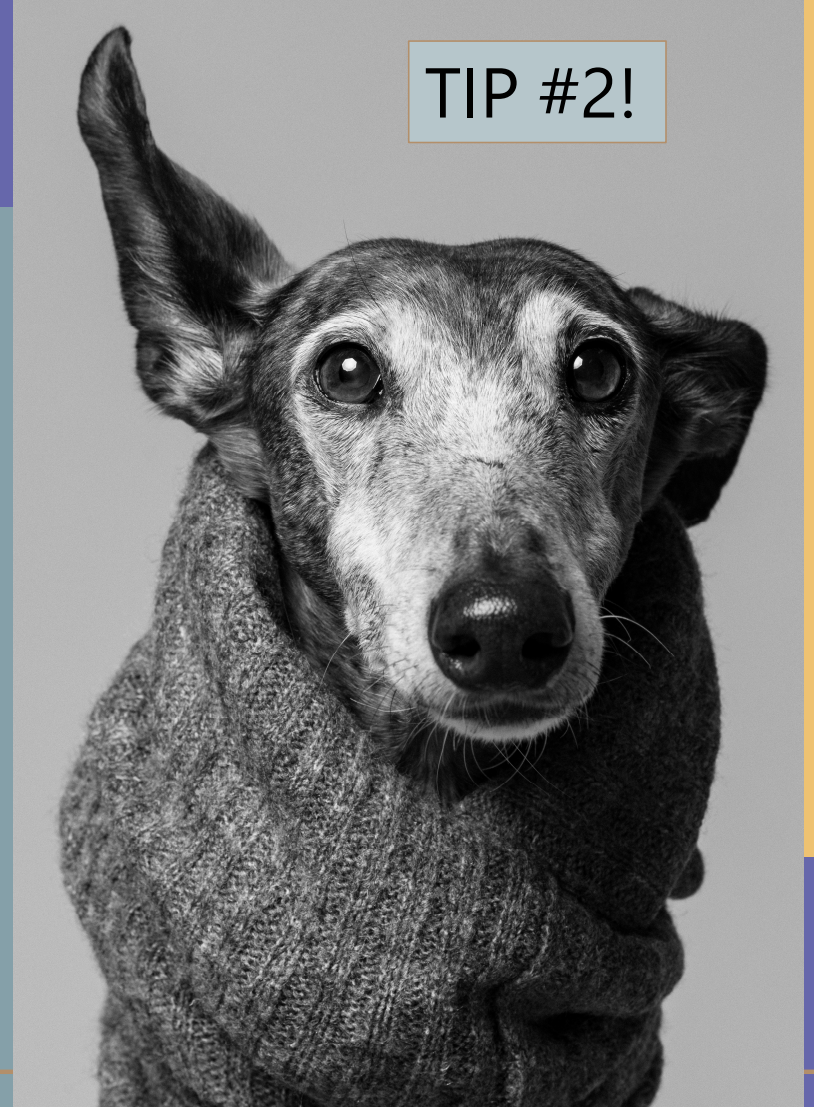


*HELP YOUR TEAM MEMBERS NOTICE THEIR MINDSET, OR WAY OF THINKING!*

**Mindset = persistent pattern of thought**

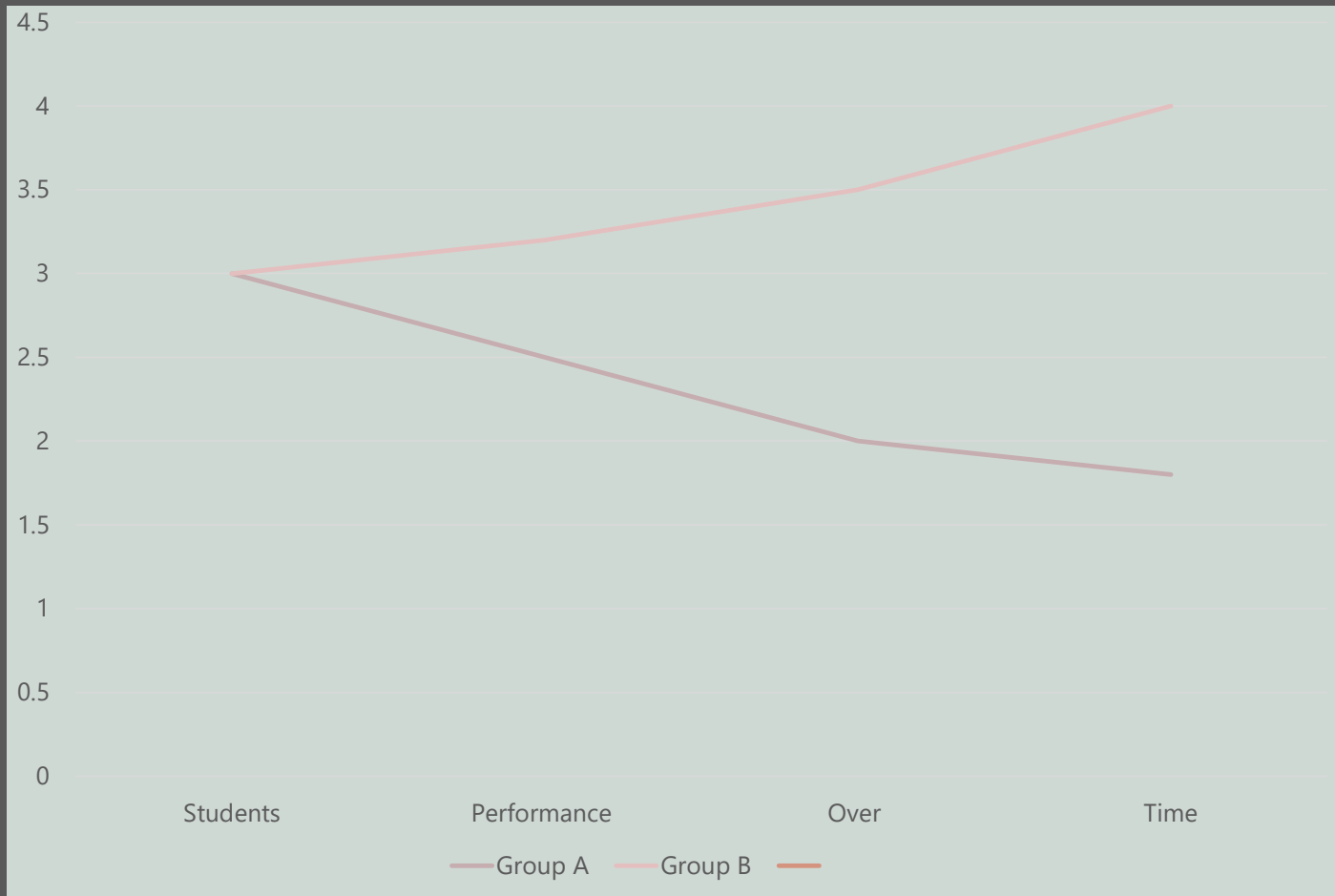
- Enabling or Restricting
- Growth vs Fixed
- Empowered vs Victim
- Compassionate vs Inner Critic

TIP #2!





# THINKING BIG ABOUT LEARNING\*



\* C Dweck

# SHIFTING MINDSETS REQUIRES PRACTICE

## Fixed Mindset

- I'm not good at this
- I'm awesome at this
- This is too hard
- I am afraid I'll make a mistake
- I'll never be that smart

## Growth Mindset

- What am I missing?
- I'm on the right track
- This will take some time and effort
- I learn from my mistakes
- I'm going to figure out how others do it

# SELF-COACHING

The background features a blue-to-white gradient. A series of thin, white, wavy lines flow across the frame, creating a sense of motion and depth. The lines are most concentrated in the lower half of the image, where they form a large, undulating shape that resembles a wave or a stylized mountain range. The upper half of the image is mostly clear, with the white text 'SELF-COACHING' positioned in the upper left quadrant.



# COACHING YOURSELF

## DISCOVERY MODE:

- Sharpen your self-awareness
- What's getting in the way of your success/job satisfaction? Joy at work?
- What would increase your professional satisfaction (joy)?
- Where are you on the attributes and skills required to succeed in your role?



# COACHING YOURSELF

## **DEVELOP A COACHING MINDSET:**

- Open your mind to new ways of thinking
- Be curious vs pre-judging
- Actively search for insights that move you forward vs thinking you have all the answers
- Consider the possibilities instead of focusing only on limitations
- Reframe negative self-talk to a narrative that supports you



# RAISE YOUR SELF-AWARENESS THROUGH A PRACTICE OF REFLECTION

## Questions to Ask Yourself

### *Look Back*

- Where were you most and least effective?
- What worked and what didn't?
- What have you learned?

### *Look Ahead*

- What will you do differently?
- What will you maintain?
- Where are your opportunities to try new things?

TIP #3!





# SKILLS AND ATTRIBUTES ARE NEEDED FOR HIGH PERFORMANCE

Attributes are characteristics that shape how we experience and respond to situations.

*Patience, Empathy, Courage, Adaptability, Self-awareness, Vulnerability, Narcissism, etc.*

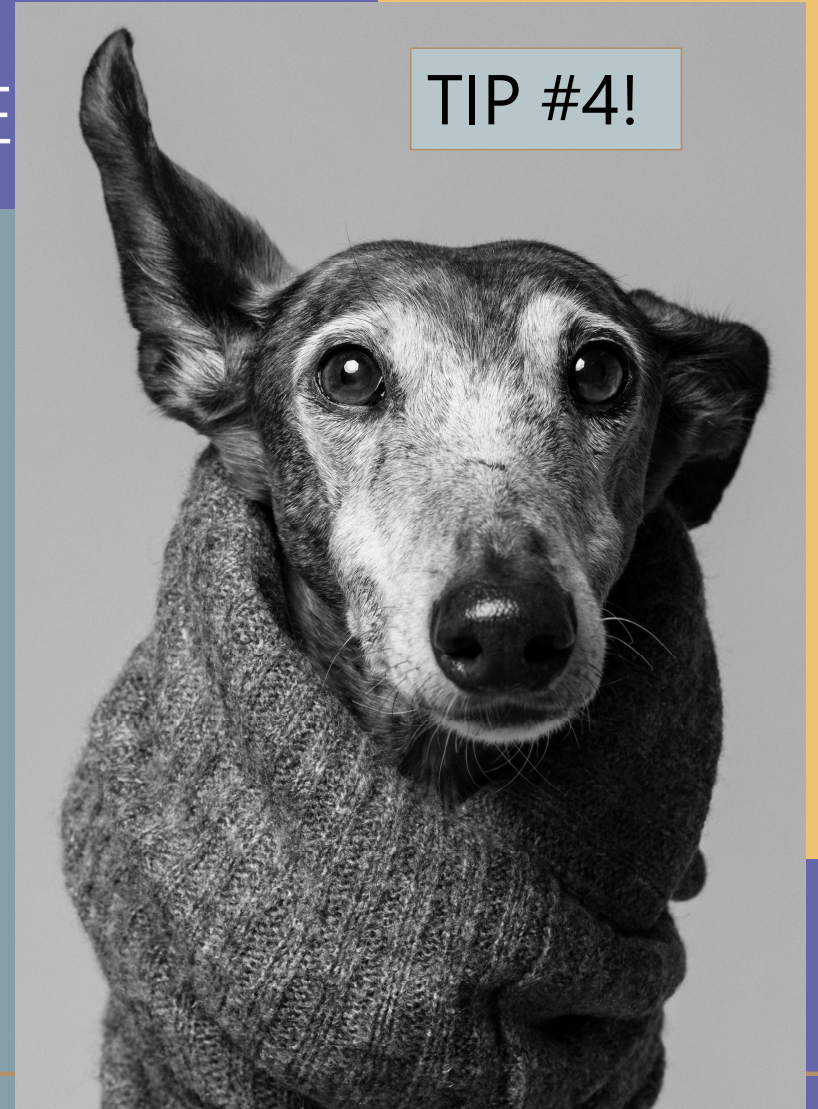


Think about your instinctive attributes and how they match your job scenario.

Do you need to cultivate some or manage others?

Or change your job?

TIP #4!





YOUR TURN!



## FIND A PARTNER

- Select either the Coaching Questions OR the Reflection Questions to practice
- For the Coaching Questions, think of a scenario where you are managing a Team member who is seeking help. Take turns practicing.
- For the Reflection Questions, reflect separately, then share your insights with your partner.

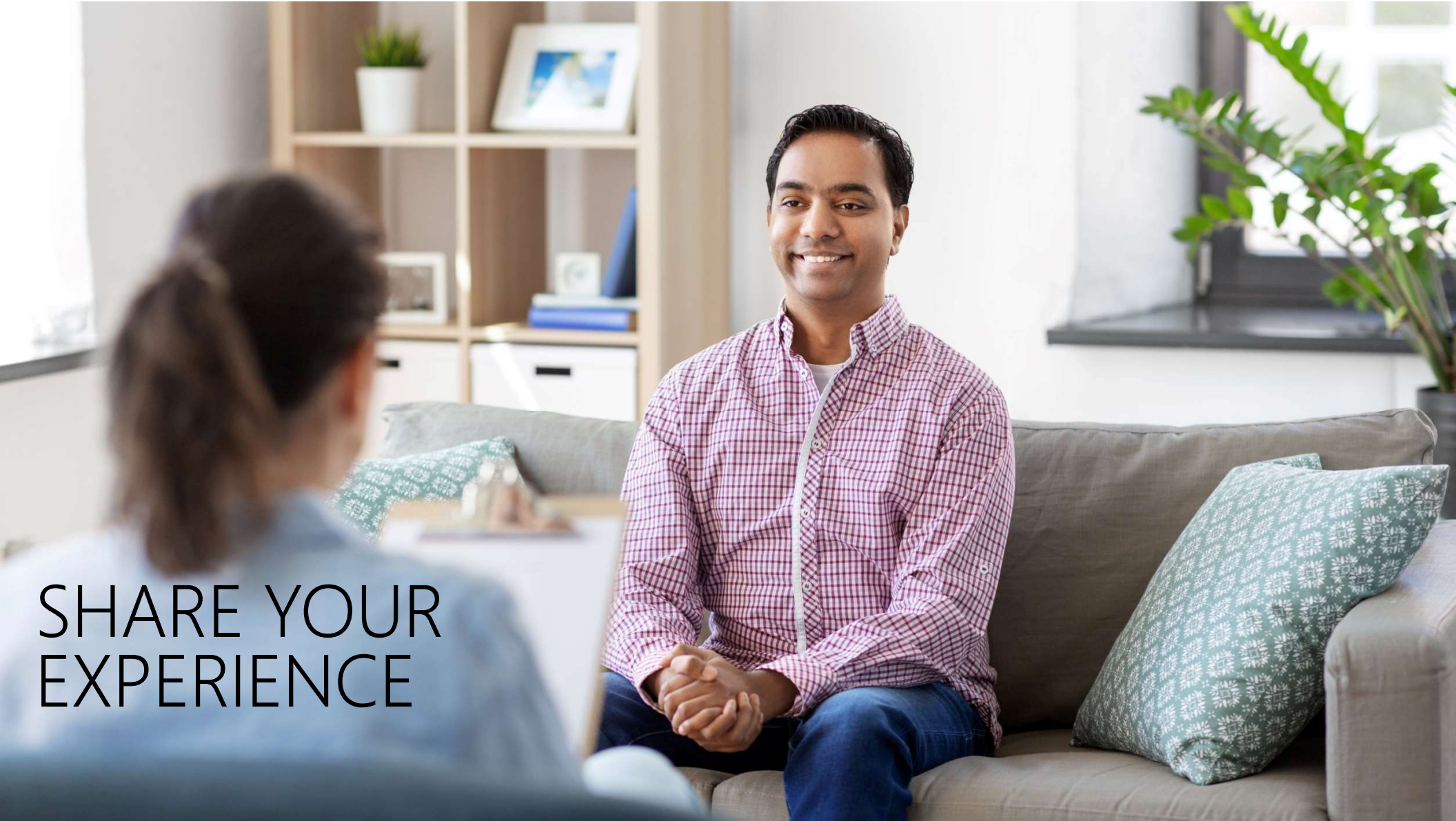






10 MINUTE BREAK





SHARE YOUR  
EXPERIENCE

# COACHING TIPS AND TOOLS FOR HIGH PERFORMANCE

- Listen more, talk less, ASK BETTER QUESTIONS
- Support a GROWTH MINDSET in yourself and your Teams
- Consider skills AND ATTRIBUTES in managing performance
- Raise your SELF-AWARENESS through a practice of REFLECTION





Q & A

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# BOOK RECOMMENDATIONS

- The Coaching Habit – Bungay Stanier
- Take Charge of You – David Novak and Jason Goldsmith



*THANK YOU!*

JACKIE  
NEILSON  
COACHING