

WORKSHEET

Part I- What is Coaching?

Organizational Coaching: Clarifying Roles/Terms

- Client (Ultimate Beneficiary)- *The Organization*
- Person being Coached- _____
- Person doing the coaching - _____

Purpose of Organizational Coaching

- Grow Capability
- Create Engagement
- Create Problem Solvers
- Create Accountability

Coaching is Not:

- Consulting- providing answers to a problem, suggesting strategies.
- _____ – giving advice, sharing opinions, sharing what you would do
- _____ – diagnose, treat or fix psychological issues

Coaches do Not:

- Manipulate team members to agree to something they don't want
- Take responsibility for the team members feelings, decisions, actions or success
- Do the team member's work

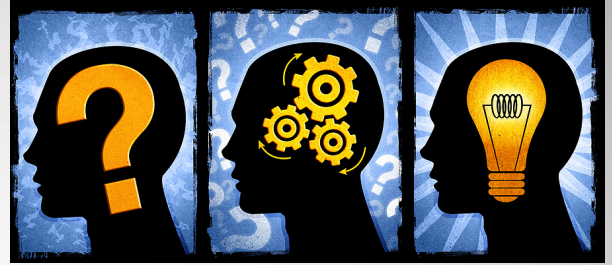
The Difference between Coaching, Leading & Managing:

Exercise: Using the table. Think about your role in the organization and how often you engage in each activity below. Underline the actions that you most often engage in. In which mode do you most often operate in? Are there times when an alternate mode might have been appropriate (Coaching/Leading/Managing)? What would be different if you chose a different mode?

Coaching	Leading	Managing
Co-Creative	Visionary	Directing
Focus on People	Focus on Future	Focus on Reportable Results
Guiding	Influencing	Top-Down
Listens	Thinks	Tells
Responds to People	Responds to Org Needs	Responds to Data/Goals
Supportive	Strategic	Analytical
Individuals Goals	Organizational Goals	Project Goals
Helps Remove Barriers	Get the Right People in the Right Seat of the Bus	Goal Execution
Non-Judgmental	Challenging for More	Fact Based
Asks Questions	Communicates Organizational Goals	Creates Process to Achieve Goals
Focus on Introspection	Focus on Influencing	Getting it Done
Individual Growth	Organizational Growth	Project Completion

Asking Powerful Questions:

- Unlock the individual's mind
- Stimulate insight
- Focus on "possibilities" versus "how to"
- Allows the person to hear *OUT LOUD*



Exercise: Now it's your turn to practice. The next time you hear a coachable opportunity, try asking a powerful question.

What happens?

Who? What? When? Where? How?

The most effective type of question is an open-ended question that begins with Who, What, When, Where, or How. Examples of simple and direct questions:

- What are you willing to change in order to achieve it?
- What would you like to have happen now?
- What support do you need around this issue?
- What new skills, attitudes or knowledge do you need?
- When will you feel you have enough?
- Where is your focus now?
- How do you want to proceed from here?
- How much is it costing you to keep that up?
- Who will you ask to help you with this?

Why Not Why?

Why questions often focus the team member on the problem at hand, rather than solutions. Ex: *Why is it so hard to get past this point?* Initially, you may want to stay away from using why questions; eventually, you may find the perfect way to integrate why question that help the team member think creatively and expansively.

Part II- How to Coach

The Simple Coaching Model

- 1) **Clarifying the Agenda** - Sets the stage for a successful and satisfying coaching session. During this step we discover the **topic** they want to explore during the session and clarify **What Exactly** they want to take away from the session.
 - *“What's on your mind today?”*
 - *“What would you like to take away from our session today?”*

- 2) **Seize the Coachable Moment** – Potential “roads to travel” with the client/participant.
 - *“I heard you say...tell me more about that.”*
 - *“How could that hold you back?”*
 - *Who, What, When, Where, How*

- 3) **Invite the Shift** – Once one or more of the coachable moments have been explored with open-ended questions, the participant/client is likely to have experienced a shift (new understanding, new perspective, motivation, commitment or direction). Invite the team member to acknowledge the shifts.
 - *“I noticed that your energy changed when...”*

- 4) **Frame the Masterpiece** – Guide them to develop next steps, goals or strategies.
 - *What is the best way to accomplish “XYZ”?*
 - *SMART Goals (Specific, Measurable, Achievable, Risky, Time sensitive)*

Closing Question: *“What was most valuable for you today?”*

Coaching Demonstrations & Transcripts

Exercise: Listen to the coaching demonstration and identify each step in the Simple Coaching Model.

Step 1- Clarify the Agenda-

Step 2- Seize the Coachable Moment-

Step 3- Invite the Shift-

Step 4- Frame the Masterpiece-

Incorporating Coaching into your Organization

Now that you have this new information and these new skills....What will you do next?

Exercise: Create an Action Plan to incorporate coaching in your role.

Based on this training I agree to:

SMART Goals (Specific, Measurable, Achievable, Risky, Time Bound).

Next Steps

We invite you to consider Coach Training Alliance's live coach training programs where you will practice and hone your coaching skills in a group setting under the guidance of experienced mentor coaches. Learn from others as they develop their capability and confidence as coaches. Receive personal feedback, develop your skills and understand how and when to apply coaching to impact strategy.

For Individuals

- **Human Capital Coaching**- For individuals focused on developing skills as a coach (internal coach) supporting other departments and introducing/ implementing a coaching culture at the organization. Internal Coach, VP of HR, HR Business partners, Talent Specialists, Training & Development.
- **Core Coaching for Effective Change**- For individuals looking to practice and develop their coaching skills and integrate coaching into their leadership style. Ideal for managers, leaders looking to add a coaching skillset to their professional capability. Practice in a group setting under the guidance of experienced mentor coaches, receive constructive feedback and become a capable confident coach.
- **Certified Coach Program**- For individuals looking to develop coaching skills and acquire business and marketing skills to run their own business as a stand-alone professional coach. Ideal for those who need help with a business plan and/or marketing strategy to attract clients and grow their business.

Enterprise Solutions

- **Custom Workshops**- Live and on-demand custom programs to develop manager as coach, leader as coach and introduce coaching as a leadership skill-set.
- **Co-Creative Leadership**- Ideal for teams of leaders, emerging leaders and management teams. Highly customized experience in a group setting with peers from your organization. Learn what coaching is, how it can be used, learn skills that can be used on-the-fly skills as well as a model for holding formal conversations. Understand how to apply coaching to retain employees, leverage talent, grow capability of your staff, and fulfill the vision of your organization. Align work being done with strategy.



FUNDAMENTALS OF ORGANIZATIONAL COACHING

About Coach Training Alliance

Founded to train and certify life and executive coaches in 2000 and has since trained and certified over 8,000 coaches in 13 countries. We provide co-creative learning opportunities that change behaviors through programs in Leadership, Core Coaching, Life, Executive, Wellness, Assessments and Social and Emotional Intelligence. We are ICF Approved, SHRM Approved, A+ rating from BBB. We have a World class faculty encompassing leading minds in personal growth, assessments, group coaching, relationships, careers, organizational performance and wellness (average tenure 8 years with CTA). We serve Commercial clients from Fortune 50 to mid size businesses in a Cost and time effective learning environment.