

Coaching for high performance.

Pre-work

DEFINING COACHING

We need to start by determining what images the word 'coaching' evokes in you. We do this to be sure we have a clear and common picture of what we mean by a coaching style, which we will build in the workshop together. To prepare for this discussion we want you to think of a time in your life when you experienced or witnessed really **good coaching**. This may have been an experience from school, or sport or business. The key here is to make it real – be thinking of a specific example of good coaching that you witnessed or experienced first-hand and capture what that coach did or said that in your opinion made them so effective.

Now think of a time in your life when you experienced or witnessed really **bad coaching**. Again, this may have been an experience from school, or sport or business. Continue to keep it real by thinking of a specific example of bad coaching and capture what that coach did or said that in your opinion made them so ineffective.

RAPPORT AND RESPECT – A FOUNDATION FOR COACHING

This activity allows you to reflect honestly on your ability to establish rapport and build respect with those you coach. Coaching happens within the context of a relationship with another person. How are you at establishing that connection? Hold the people you coach in mind and circle the number that best represents your response for each behaviour. Or, for a significant challenge, hold in mind a specific individual who you coach with whom you have difficulty building rapport.

RAPPORT & RESPECT SELF-ASSESSMENT	NEVER	SELDOM	SOMETIMES	OFTEN	ALWAYS
I TRY TO ESTABLISH A CONNECTION WITH PEOPLE	1	2	3	4	5
I ENCOURAGE OPEN COMMUNICATIONS, FREE FROM BLAME, JUDGING OR LECTURING	1	2	3	4	5
I FIRST SEEK TO UNDERSTAND BY ASKING QUESTIONS AND CAREFULLY LISTENING	1	2	3	4	5
I GIVE THE PERSON SPEAKING MY FULL ATTENTION	1	2	3	4	5
I CONSIDER THE PERSON'S ENTIRE MESSAGE, INCLUDING THEIR WORDS, FACIAL EXPRESSION, TONE OF VOICE AND BODY LANGUAGE	1	2	3	4	5
I MAKE IT EASY FOR PEOPLE TO TELL ME THEY DON'T KNOW SOMETHING.	1	2	3	4	5
I AM A PERSON PEOPLE EASILY TURN TO FOR HELP	1	2	3	4	5
I DO NOT ALLOW INTERRUPTIONS WHEN MEETING WITH OTHERS	1	2	3	4	5
I SHARE MY BELIEFS AND ENTHUSIASM FOR WHAT I AM DOING	1	2	3	4	5
PEOPLE KNOW I WILL MAKE TIME FOR THEM	1	2	3	4	5

Write down a personal 'strength' in your ability to connect with those you coach

Write down an 'opportunity to improve' in your ability to connect with those you coach

LISTENING – A CORE SKILL

The act of listening performs many functions. It communicates respect. It lets me know another person's thinking processes, blocks, and ideas. It increases their self-esteem and confidence. And, it guides me in assessing the employee's next step. Listening is a simple skill, however many of us are not very good at it. This may be because we equate talking with 'being in charge'. This is an illusion, however; the only thing we are in control of is how much air-time we get. This activity allows you to reflect honestly on your listening. Holding in mind the people you coach at work, circle the number that best represents your response.

LISTENING SELF-ASSESSMENT	NEVER	SELDOM	SOMETIMES	OFTEN	ALWAYS
I FIND MYSELF FINISHING THE OTHER PERSON'S SENTENCES	1	2	3	4	5
I HAVE A HARD TIME LISTENING TO SOMEONE WITH WHOM I DISAGREE	1	2	3	4	5
ACTIVITIES IN MY SURROUNDINGS CAN DISTRACT ME FROM LISTENING	1	2	3	4	5
I LISTEN ONLY FOR FACTS, FILTERING OUT THE FEELINGS	1	2	3	4	5
IDEAS THAT ARE TRIGGERED WHILE THE OTHER PERSON IS SPEAKING DISTRACT ME	1	2	3	4	5
I PLAN MY RESPONSE WHILE THE OTHER PERSON IS TALKING	1	2	3	4	5
IN ORDER TO AVOID CONFLICT, I INDICATE AGREEMENT WITH MOST EVERYTHING I HEAR	1	2	3	4	5
I GET SIDETRACKED ASSESSING THE MESSENGER, OFTEN MISSING THE MESSAGE	1	2	3	4	5
I EVALUATE EVERYTHING I HEAR BASED ON MY EXPERIENCE RATHER THAN TRYING TO UNDERSTAND WHAT THE OTHER PERSON IS EXPERIENCING	1	2	3	4	5
I HEAR ONLY WHAT I WANT TO HEAR	1	2	3	4	5

Write down a personal 'strength' in listening

Write down an 'opportunity to improve' your listening skills

MAKING IT REAL

This workshop is more about ‘real play’ rather than role plays. There will be a major exercise in which you will coach one other person and they will coach you. You will decide what you want coaching on. It might be a skill you want to improve, a challenge you need to tackle, or a situation you would like some help in addressing. Start thinking about what you would like some coaching on. You will share this information with only one other person during the session so pick something that will be helpful to you. Capture a couple of your ideas in the space below. In addition, we will help you generate some ideas during the workshop.

Thank you for completing this pre-work package. Please print it and bring it with you to the workshop. We look forward to meeting you.