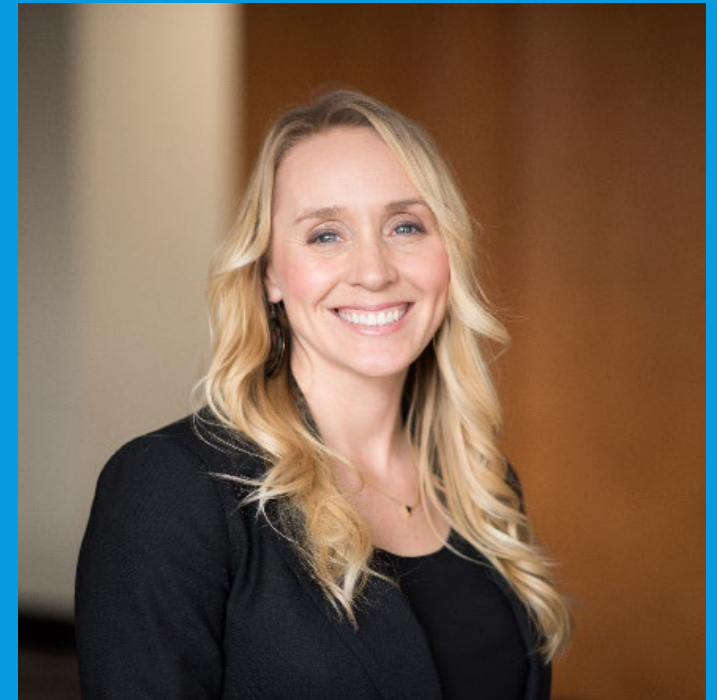


LEADERS AS COACH

MaryAnn Patela Young, MS

MARYANN YOUNG

MaryAnn Young is a Consultant and Leadership Training Specialist with 7 years of experience in Organizational Development at University of Utah Health. She has her Masters in Curriculum and Instructional Design and is passionate about delivering engaging educational content to partner with leaders in creating positive work cultures.





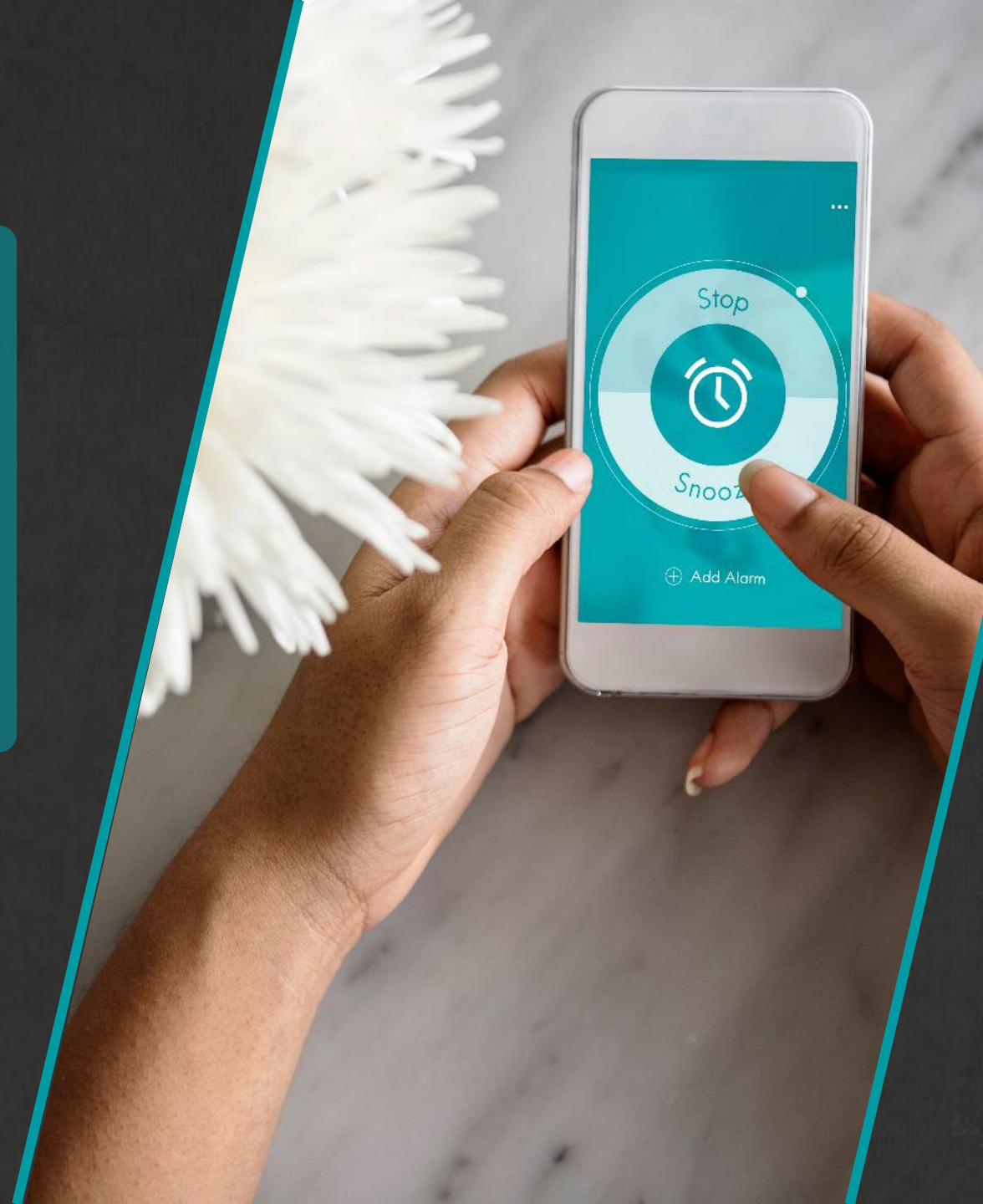
**WE ARE
LEADER
AS COACH**

AGENDA

01 | Boss vs. Coach Activity

02 | L.E.A.R.N. Model Overview

03 | Coaching Activity



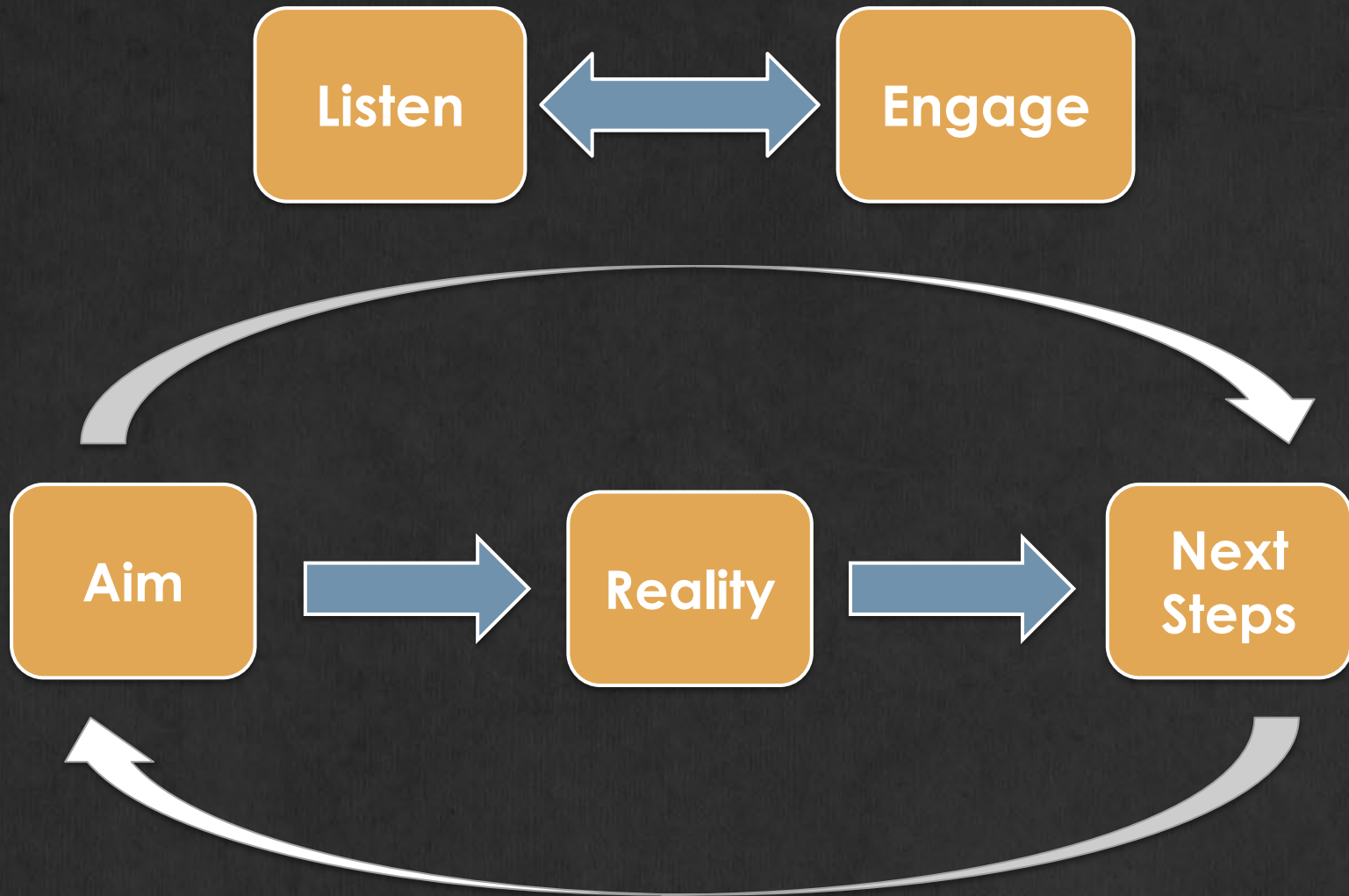


"BOSS"
vs
COACH

WHAT IS COACHING?

ENGAGING an individual in *DEVELOPING* and *COMMITTING* to an action plan that targets specific behaviors, skills, or knowledge needed to ensure performance *IMPROVEMENT* or prepare for *SUCCESS* in new responsibilities.





L

Listen: Inquire

E

Engage: Buy-In

A

Aim: Goal

R

Reality: Concerns

N

Next Steps: Plan

- L** Listen: Inquire, Check-in, Focus, Expectations, Build Rapport.
- E** Engage: Buy-In, Commitment, Awareness, Valuing, Inspiring.
- A** Aim: Desired State, Goal Setting, Visioning.
- R** Reality: Current State, Roadblocks, Concerns.
- N** Next Steps: Brainstorm resulting in action plan.



LISTEN

How to LISTEN in Coaching

WITHOUT criticism, judgment, or agenda

NOT thinking about what you will say NEXT

ATTENTIVELY maintaining eye contact

DON'T interrupt and IMPOSE your "SOLUTIONS"

Try to PICTURE what the speaker is saying

Keep an OPEN mind



All Effective
Coaching
Begins with
Listening!

WHAT to LISTEN for Coaching

Tone, pace, volume, inflection, frequently used words

Strengths, values, motivation, frustrations, and needs

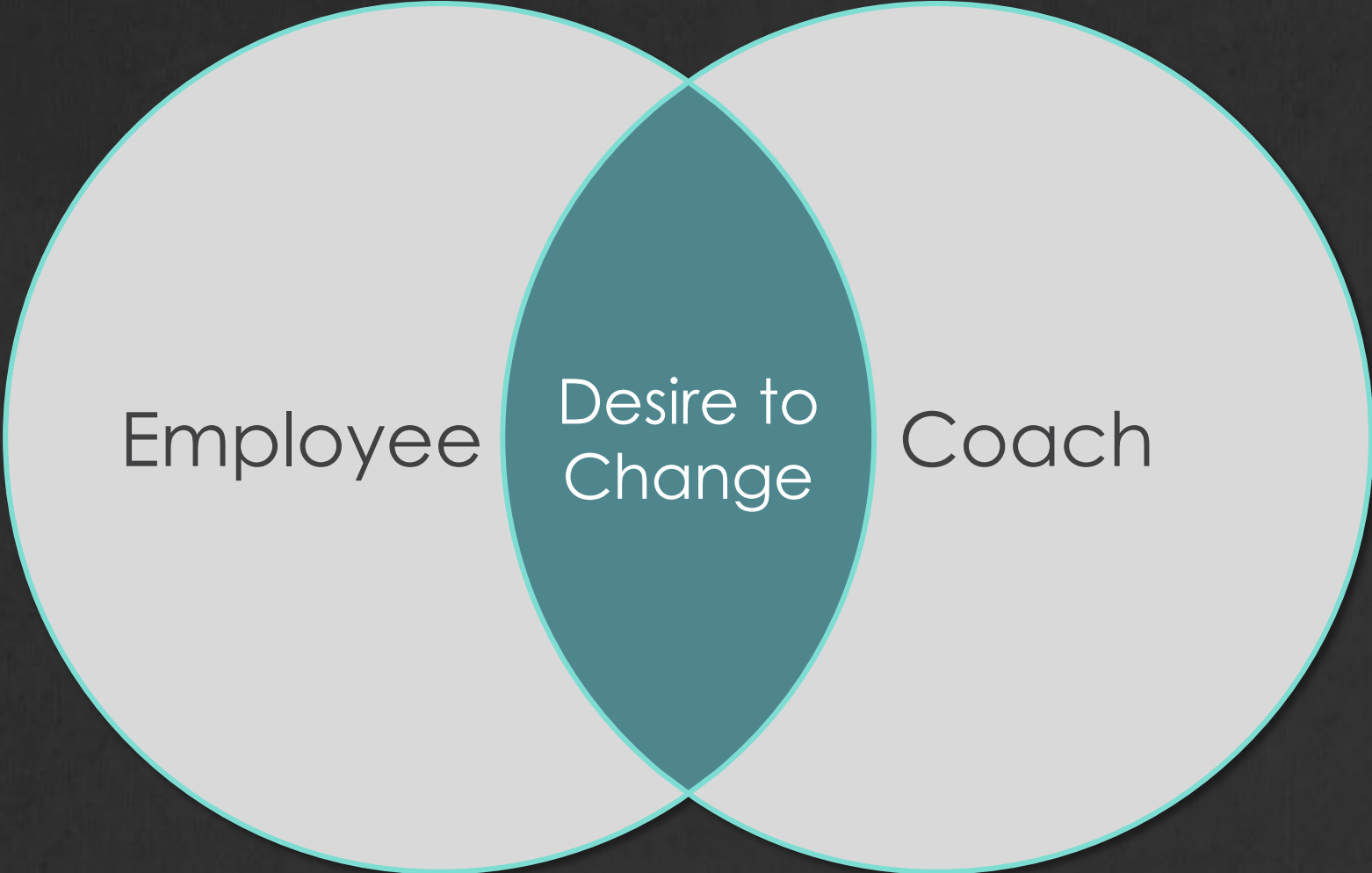
Limiting beliefs and false assumptions

Absolute statements (nobody, everybody, always, & never)

Last statement words indicating conclusions drawn



ENGAGE



Answering the question
“What’s in it for me” (WIFM)
can help with the following:

- Alleviating fears and frustration
- Supporting navigation of change
- Providing a reason to excel





AIM

Goal Setting: Aim

Goal setting is the first step of coaching

Determine the overall aim and goals of the individual

SMART Goals

Use the following SMART criteria:

- 🎯 Specific
- 🎯 Measurable
- 🎯 Achievable
- 🎯 Relevant
- 🎯 Timely

Powerful AIM Question Examples:

- 🎯 What do you want to achieve?
- 🎯 What is important to you right now? Why?
- 🎯 What areas do you want to work on?
- 🎯 What are the consequences if you don't reach this goal?
- 🎯 What would you like to see occur in this situation?



REALITY

Assessing the reality of the current situation involves a solid understanding of the following:

Performance

Knowledge

Skills

Roadblocks



Powerful REALITY Questions:

- 🎯 What do you think is really happening?
- 🎯 What have you tried so far?
- 🎯 What were the results?
- 🎯 What keeps getting in the way?
- 🎯 Can I share what I am observing/what I see?



NEXT STEPS

BRAINSTORMING

Explore all **options**

Offer suggestions and **guidance**

Generate as many **choices** as possible



Powerful BRAINSTORMING Questions:

- 🎯 If you were to do this how might you go about it?
- 🎯 What are 3 different ways you could resolve this issue?
- 🎯 What is the simplest solution?
- 🎯 Who can help you with this?
- 🎯 Would you like suggestions from me?


Action Planning/Follow-Through

- Commitment to Action
- Determine employee's willingness to pursue options developed during brainstorming phase
- Establish a plan to overcome identified obstacles
- Ensure there are specific steps and timelines
- Discuss weekly goals and a plan for follow-up

Powerful ACTION PLAN Questions:

- 🎯 What is the best choice you can make?
- 🎯 Which option will give you the best return on your effort?
- 🎯 What actions will you take?
- 🎯 Whose support/resources do you need?
- 🎯 How will this action keep you aligned with your goals?





Who, what,
where, when,
why or how?



Is, Can, If,
Shall and Do,
Did - and so
on...



Try and use **Open** questions...

NEVER judge the person you are coaching or their situation.



Do **NOT** ask multiple questions - ask 1 question at a time.



DO NOT ASK LEADING QUESTIONS, where your question contains a "hint" at the answer you want.



L E A R N

Leader as Coach **L E A R N**

A **Step 1 – Aim**
Goal: Encourage reflection on the ultimate goal, regardless of the current situation.

Sample Questions	Outcomes
<ul style="list-style-type: none"> What would you like to get from our discussion? What do you want to achieve? What is your ideal outcome/resolution? If anything was possible, what would you do? 	<ul style="list-style-type: none"> Specifics (What? For whom? By when?) Meaningful, measurable aspirations. Achievable aims. Relevance. Time-specific.

Produce a goal statement.

R **Step 2 – Reality**
Goal: Capture the current situation: skills, performance, knowledge, roadblocks, etc.

Sample Questions	Outcomes
<ul style="list-style-type: none"> Prior attempts and results? What progress have you made so far? What is preventing you from taking action and moving forward? 	<ul style="list-style-type: none"> Current performance level. Potential roadblocks. Prior attempts. Resources/assistance needed.

N **Step 3 – Next Steps: Brainstorming**
Goal: Generate as many reasonable, actionable options for resolution as possible.

Sample Questions	Outcomes
<ul style="list-style-type: none"> What are the first ideas that come to mind? What could you do differently? What are some other possibilities? 	<ul style="list-style-type: none"> Extensive list of actionable options. Reserve judgment during this phase.

Step 3 – Next Steps: Action Plan
Goal: Get a solid commitment to action, including milestones, weekly goals, and follow-up.

Sample Questions	Outcomes
<p>Options:</p> <ul style="list-style-type: none"> Which option works best for you or gives you the best return on investment? <p>What by When</p> <ul style="list-style-type: none"> What weekly goals will you set to move toward resolution? <p>Follow-up:</p> <ul style="list-style-type: none"> How can I support your efforts? How can we follow-up? 	<ul style="list-style-type: none"> Options chosen. Obstacles identified. Clarify support required. Follow-up scheduled. Milestones documented.

Listen. Engage. Aim. Reality. Next Steps.

L E A R N

What to Know

Demonstrate effective coaching skills by practicing the L.E.A.R.N model for the given scenarios cards

What to do

Get into groups of three and take turns in each position for the scenarios

1. Coach
2. Team member
3. Observer



COACHING RIBBONS ACTIVITY

Find A Partner

Work Together to Solve
the Ribbon Puzzle

Receive Coaching As
Needed



WEARE | THANK YOU



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