



*Leading  
Builders.  
Building  
Leaders.*

# Transforming Others Through Effective Coaching

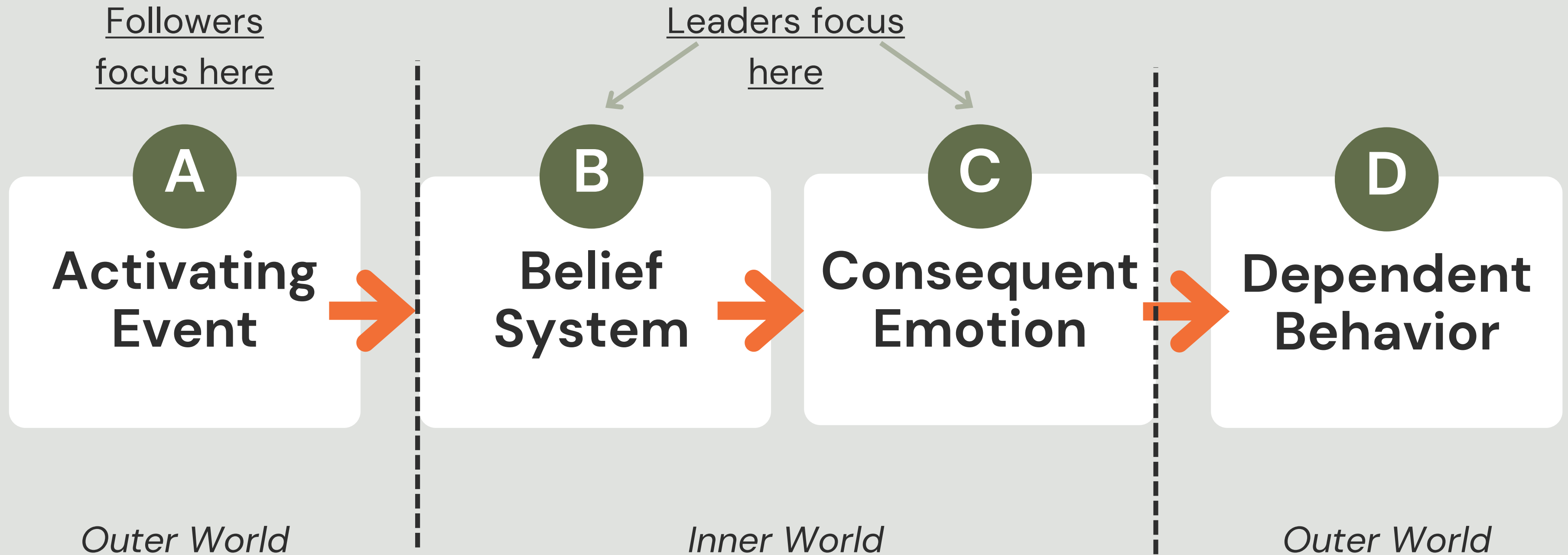
Presented by: M.J. Clark, M.A., APR, Fellow PRSA



# Objectives

- Understand how to communicate with peers and subordinates more productively through coaching.
- Learn how to build trust and motivate others.
- Understand the three elements of true motivation: autonomy, mastery and purpose, and how to put these into action through effectively coaching others.

# Understanding Human Behavior







# Getting Started

- Foundational pillars
  - Emotional intelligence/trust
  - Ownership and commitment
- “How-To” of coaching
  - Observe and prepare
  - Open a dialogue with the person
  - Create a plan with them
  - Check in and give continuous feedback

# Giving Constructive Feedback

- Describe the behavior
  - "I've noticed..."
- Explain how it makes you feel
  - "When this happens, I feel/I am... ONE WORD"
- Explain the changes you would like
  - "I would ask..." or "I would prefer..."

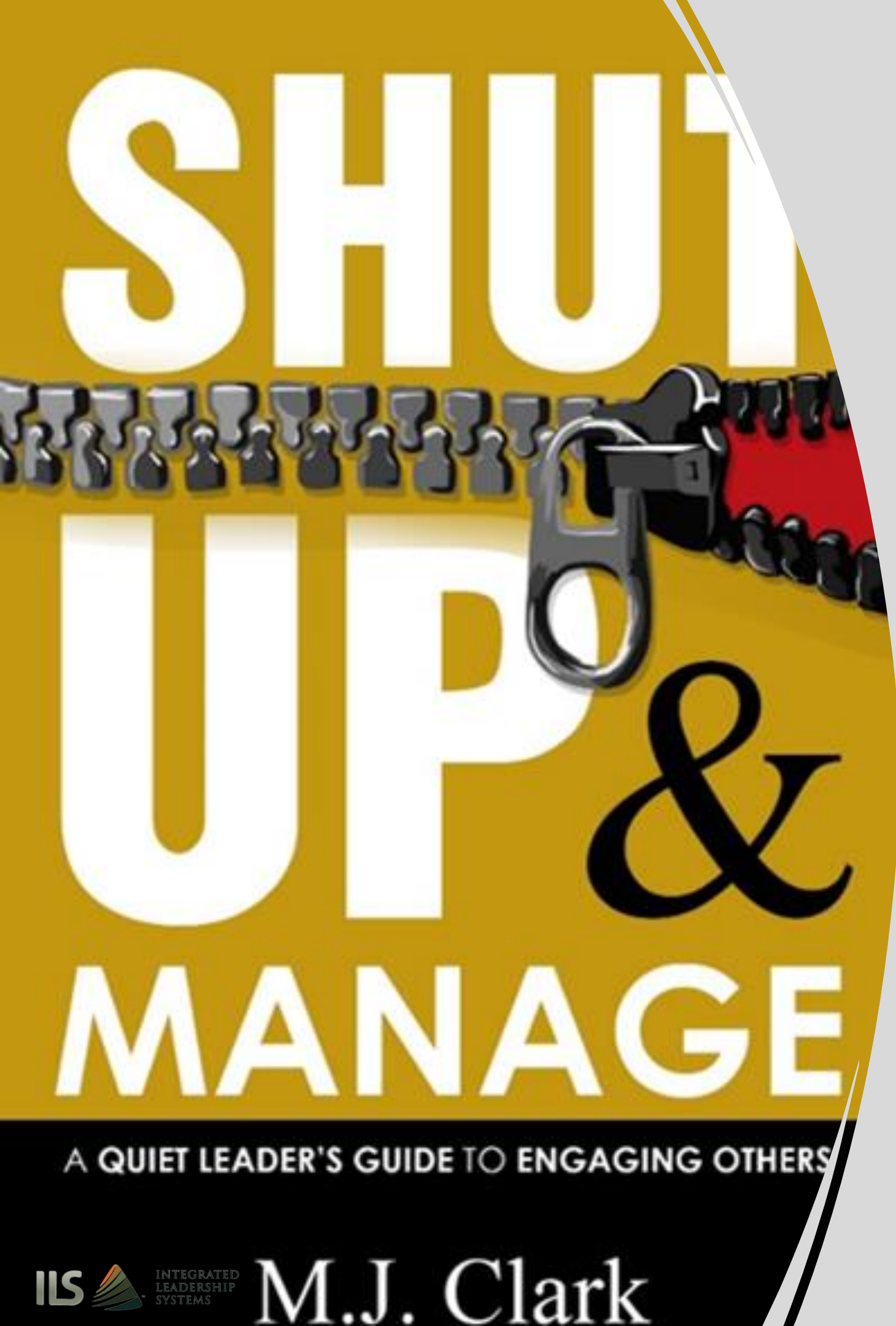
# Practical Application

- Get in groups of 2-4.
- Choose a coaching situation that someone in your group is struggling with.
- Using the 3-step constructive feedback formula and the coaching questions handout, discuss and practice a new, more productive conversation you might have with your employee.



# What Motivates People?

- **Autonomy:** Direct our own lives
- **Mastery:** Learn and create new things
- **Purpose:** To do better by ourselves and our world
- **Tips:**
  - Ensure rewards are adequate and fair
  - Offer creativity or flexibility for routine tasks
  - Offer rewards unexpectedly once the task is complete
  - Utilize praise and positive feedback often



# I'd like to share a FREE e-book!

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To get a free e-copy of *Shut Up and Manage: A Quiet Leader's Guide to Engaging Others*, that outlines how to keep others accountable, motivate others, and evaluate and terminate employees, leave me your business card or email me at [mj@integratedleader.com](mailto:mj@integratedleader.com).



# Suggested Reading

- Coaching Conversations: The Power of Conversational Change by L. Michael Hall and Michelle Duval
- Developing the Leaders Around You by John C. Maxwell
- Drive: The Surprising Truth About What Motivates Us by Daniel Pink
- The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever by Michael Bungay Stanier





# Q&A

Please contact me if you have any questions about the concepts presented or want to discuss executive coaching or leadership development in your company.

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