

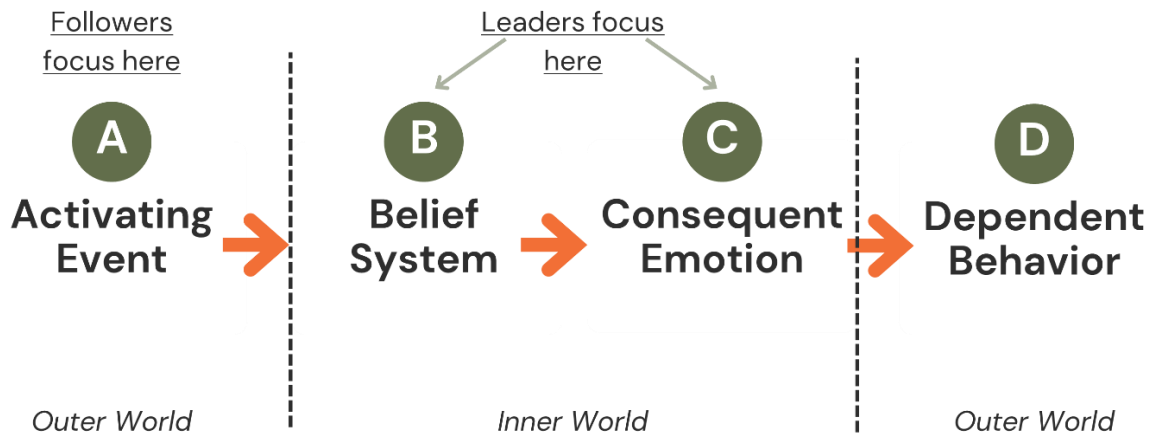
Transforming Others Through Effective Coaching

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

1. 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.

2. Understanding Human Behavior



Source: Dr. Albert Ellis, a renowned American psychologist who founded Cognitive Behavioral Therapy

Notes:

5. 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.

Here's a blank form for practicing:

I've noticed _____

When this happens, I feel/I am (one word) _____

I would ask/prefer _____

Coaching questions I will ask:

6. 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

Source: *Drive: The Surprising Truth About What Motivates Us* by Daniel H. Pink

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

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.

8. 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

9. 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. I'd love to work with you!

M.J. Clark, M.A., APR, Fellow PRSA

Vice President • Integrated Leadership Systems

614/214-7062 (cell) • mj@integratedleader.com • www.mjclarkbooks.com

www.integratedleader.com • www.mjclarkbooks.com

LinkedIn: <http://www.linkedin.com/in/mjclark22>

Sample Coaching Questions

- What was your intention when you did that?
- What would success look like for you in this situation?
- Is that a realistic goal?
- What is getting in the way of you achieving your goal?
- What are the potential/current roadblocks?
- What if...?
- What can I do to support you in this?
- Can you share an example?
- What would be the ideal solution, if there were unlimited resources?
- On a scale of 1-10, how likely is that outcome?
- What have you seen work/not work in the past?
- What have you already tried?
- If you were to do this again, what would change/do differently?
- If you experienced that, how would you feel/respond?
- What are the next steps?
- What did you learn from this experience?
- What do you mean by that?
- Could you be more specific?
- May I give you some feedback?
- May I share my perspective on this issue?