



Leadership Coaching

Participant's Manual

Session 1: By the end of this session, you will have an understanding of what a coach is and be able to use the principles of the '5 Rs' coaching method in your situation.

CONNECT



- * Make a list of the major achievements in your life.
- * Who have contributed to these successes?

ATTEND



Find a partner,

- * Share about a person who has contributed to your successes.
- * What did they do that encouraged you?

IMAGINE



A coach is...

- * without using words, describe what a coach is – you may want to use a variety of images or focus on just one.

When everyone has finished:

- * Go around and look at the images of your colleagues.
- * What reoccurring themes are evident?

INFORM



A coach...

- * Is an excellent _____!
- * Helps facilitate _____ – helps others get to where they are going, gives them a sense of direction and find their focus
- * Helps to answer:
 - Where are you?
 - Where do you want to go?
 - How do you get there?
- * Provides _____.
- * Can ask good _____.

How?

3 Simple rules:

- * Don't _____
- * Don't tell people _____
- * Don't _____

Good coaching doesn't create dependency but independence.

Listening skills review:

- * _____: Give your undivided attention without allowing your mind to be distracted by other things.
- * _____: Mirror back what other people are saying. At appropriate points reflect back what you hear without interpreting, evaluating or projecting.
- * _____: Invite people to share more about the topic.
- * _____: Train yourself to think of their ideas as more

valuable than your own. Exhaust their resources before introducing your own.

* _____: "Here's what I'm hearing you say so far...Is that correct?" Check your assumptions.

Paraphrasing is helpful in clarifying and understanding the content of a message someone is giving you.

- Paraphrase is restating, in your own words, what you understood the other person to say.
- It is NOT parroting (repeating word for word).
- The paraphrase identifies only with the content, as words equal only 7% of the communication.
- When you paraphrase, you give the other person the opportunity to correct you if your paraphrase is wrong. It clears up misunderstanding.
- Paraphrasing is responding to the other person's verbal message in such a way that you test your understanding of what was said.
- Listen for KEY WORDS that are repeated and use them in the paraphrase.
- Your paraphrase should not be longer than the original statement.
- The more natural (and less clinical) your paraphrase is, the more productive you will be in listening and communicating.

Paraphrase stems:

"I understand you to say that..."

"You're telling me that..."

"You are saying that..."

"Let me repeat what I'm hearing..."

"Let me check if I am getting this correctly..."

"What I hear you saying is..." *[this one tends to get overused]*

A coach doesn't have to have all the answers, just good questions.

Questioning Techniques

- * Closed questions usually require a single word answer. Closed questions are a conversation killer
- * Open questions elicit more in-depth answers. They ask how a person feels, what they think or their opinion. They ask what, how, why etc.
- * Good questions need to be partnered with good listening.

'5 Rs' Model of Coaching:

- * _____ - Establish coaching relationship and agenda
 - o What drives them (passions, what energises them, the legacy they want to leave, gifts, talents)
- * _____ – Discover and explore key issues
 - o Celebrations, what's important, obstacles, vision, commitment
- * _____ – Determine priorities and action steps
 - o Identify goals and develop a specific plan. How do you measure progress?
- * _____ – Provide support and encouragement
 - o What you have, what you need, where from, what can I do?
 - o **If you don't know, know where to go!**
- * _____ – Evaluate, celebrate and revise plans
 - o Celebrate how far they've come, what worked & what didn't, what's next?
 - o **Reviewing successes builds strength and courage to take another step of faith.**

PRACTICE



Separate into 5 groups,

- * Each group takes one of the 5 Rs. Formulate a few questions that you could ask.
- * Write the questions on large sheets of paper and hang around the room.

EXTEND



Individually,

- * Go around the room 'collecting' questions that you would use during a coaching session.
- * Add any other questions that you think of to your list.

Relate:

Reflect:

Refocus:

Resource:

Review:

REFINE



Find a partner (preferably one that you do not know very well)

- * Try to elicit as much information as possible using your list of questions.

PERFORM



In groups of 3: Practise using 5 Rs method

- * Label each person either A, B or C.
- * Person A: Coach; Person B: Participant; Person C: Observer
- * Using the scenario provided, conduct a 25 minute coaching session using the 5 Rs method of coaching. Try spending approximately 5 minutes for each 'R'.
- * The coach and the participant are to interact as if they were conducting a real coaching session
- * The observer is to make notes and provide feedback (5 mins) at the conclusion of their session. Remember to sandwich your 'ways to improve' between 'positive comments'
- * Complete the activity again using different scenarios, swapping roles each time so that everyone has a turn in each role.

OBSERVATION SHEET

Strengths:

Ways to improve:

Session 2: By the end of this session, you will have an understanding of what an empowering coach is and be able to use the principles of the GROW coaching method in your situation.

CONNECT Reflecting on the past 12 months:



- * What goals have you reached?
- * What goals do you still have to reach?

What goals have been 'shelved' or put in the 'too hard' basket? What factors affected contributed to this?

ATTEND In pairs,



- * What common New Year's resolutions do people make?
- * Are they successful? Why do you think this is?
- * Do you make New Year's Resolutions? Why? Why not?

IMAGINE



Using pictures and symbols (without using words), draw a definition of SUCCESS. Share with a partner your definition and what each picture symbolises.

INFORM



An empowering coach is like...

A midwife

- * She/he is involved but she is not having the baby
- * She/he is helping someone else give birth

How?

'GROW' Model of Coaching:

- * _____ – What do you want?
- * _____ – What is happening?
- * _____ – What could you do?
- * _____ – What will you do?

You start each appointment with REALITY. Ask questions to establish what is happening in their life. You may be able to focus on something that comes from the conversation.

Then you can jump back from there to GOAL. *'Would you like to talk about that today?'*

GROW is like a washing machine agitator. It rotates back and forth.

GOAL - The _____ of your appointment. (keeping in mind the overall goal)

REALITY – It is not your responsibility to understand their reality, it's your responsibility to help them understand their reality for themselves. You are raising their _____ so they can take _____ for what they need to do.

OPTIONS – Help them think differently in order to get better results. You want them maximise their choices and improve the quality of those choices.

WILL – It's time to hold their feet to the fire and make sure they commit to action. Help them evaluate what they WILL do by looking at their best OPTIONS considering their REALITY.

Committing to what they WILL do will shift it from being a GOAL to being REALITY.

- *Remember, you are the midwife not the mother!*

PERFORM



In groups of 3: Practise using GROW method

- * Label each person either A, B or C.
- * Person A: Coach; Person B: Participant; Person C: Observer
- * Using the scenario provided, conduct a 20 minute coaching session using the GROW method of coaching.
- * The coach and the participant are to interact as if they were conducting a real coaching session
- * The observer is to make notes and provide feedback (5 mins) at the conclusion of their session. Remember to sandwich your 'ways to improve' between 'positive comments'
- * Complete the activity again using different scenarios, swapping roles each time so that everyone has a turn in each role.

REFINE



Individually,

- * Think about the questions you used in the practice activity.
- * List the questions that were helpful for gaining information and prompting action
- * What questions can you use to gain a rapport with your counsellee?

OBSERVATION SHEET

Strengths:

Ways To Improve:

EXTEND



As a group,

- * Complete a SWOT analysis of the GROW & '5 Rs' models (Strengths, Weaknesses, Opportunities, Threats)

| | |
|--|---|
| <div>STRENGTHS</div> <div>5 Rs</div> <div>GROW</div> | <div>WEAKNESSES</div> <div>5 Rs</div> <div>GROW</div> |
| <div>OPPORTUNITIES</div> <div>5 Rs</div> <div>GROW</div> | <div>THREATS</div> <div>5 Rs</div> <div>GROW</div> |

Session 3: By the end of this session, you will evaluate which model is best suited in your own setting.

DISCUSS

- * Which model do you prefer? Why?
- * Think of a potential coaching situation or one you are already involved in.
- * Write a few brief details (non identifying)
- * Which model would best suit this situation? Why?
- * In the coming week, what can you actively do to initiate/foster this coaching relationship

The Salvation Army