

Coaching and Teams

Leadership ~ Management ~ Coaching

Leadership

Leadership is about creating a future; a future that requires the mobilization of others for its realization. Leaders speak and listen in a way that makes something possible in the future and inspires action to make that future vision real.

Leadership is fundamentally concerned with possibility, enrollment and the future.

Management

Management is about translating this vision into action in the present. A manager studies the past to predict the future. Managers makes something happen.

Management is fundamentally concerned with productivity and results.

Coaching

Coaching is providing information to another that will help them develop an awareness of what they actually do in order that they see new possibilities for improvement. A coach is someone who facilitates learning and is committed to the development of people through improving their performance.

Coaching is fundamentally concerned with performance and learning.

Coaching is . . .

- Based on “data”, on what is so
- Based in relationship between coach and student
- Focused on performance
- Focused on the source of action
- An opportunity for both coach and student to learn.

Establishing a coaching relationship

- Always voluntary -- person being coached requests it
- Coach must be willing to be committed to the “player’s” commitments -- both aligned on same goal(s)
- May agree to a time frame for the coaching

A Coaching Conversation

A conversation in which both parties in the conversation are committed to improving the performance of the person who has asked for coaching.
-- Coaching is distinct from advice! More about listening than speaking.

The goal of coaching is to give the person being coached a new opening for action.

Learning Questions

Open-ended (not yes/no)

Come from your sincere desire to learn about the person and their situation.

Calculated to bring in useful information for both coach and student.

Supportive in tone – won't generate defensiveness. For example you probably wouldn't ask, "Why do you keep failing in every task I give you?"

Model Coaching Conversation

1. Discover what the "player" is committed to accomplishing.
2. Discover what is currently so as regards the level of success in accomplishing what they are committed to.
3. Discover what the person is doing/not doing that contributing to the current level of results
4. Discover what frame/context the person is operating in that is having that behavior make sense.
5. Assist the person to discover for themselves the appropriate new framework and/or new action.
6. Set up next conversation.

What is a team?

One answer: A team is a group of people who need to work together closely to get a task done well.

Forming a Team: First Steps

1. Be clear: do you need a team to do this job?

2. Define the team's purpose
3. Have individuals on the team who are suitable to fulfill that purpose.
4. Define scope of accountability and authority of the team.
5. Align on team operating agreements.
6. Clarify accountability and leadership within the team.

What it takes to be a great team (beyond the basics)

- a. The team has a goal big enough to demand greatness.
- b. Each member is clear on their own and other's accountabilities -- what they can be counted on to do.
- c. Each person on the team has chosen to stand for and be responsible for the entire team's success -- beyond their individual accountability.
- d. Team members agree to support and empower the leader(s).
- e. Team members make it a high priority to be in full communication with each other and to interact respectfully and effectively with each other (no gossiping).
- f. Each person gives up the "right to blame" others on the team for breakdowns or mistakes.
- g. Team members engage in committed listening and speaking. (declarations, promises and requests)
- h. Successes and failures are both analyzed as opportunities for learning.
- i. There are frequent conversations for appreciation and acknowledgement.
- j. The team and its members actively solicit coaching to improve performance (from outside the team and from each other).

Developing Team E.I.

Create awareness of emotions by . . .

- having a "check-in" at the beginning of meetings
- pro-actively monitoring for upset members, respectfully ask what is

- happening for them
- encouraging team members to disclose what they are thinking and feeling
 - Being sure to include the perspectives of all members in team discussions -- particularly the quiet ones
 - Asking members to sense their bodies after speaking or listening -- feelings are embodied
 - Asking members to share briefly anything they would wish to say at the conclusion of conversations
 - Acknowledge and discuss group moods

Manage emotions in the team by developing norms such as

- We value direct, honest communication among team members.
- We refrain from gossiping about a member of the team.
- We speak well of the team and its members to others.
- We listen and speak respectfully to each other
- We devote time in each meeting to acknowledging and appreciating members
- We refrain from personal attacks or blame
- We point out violations of our norms and learning why they were violated in order to always improve.