



# COACHING BASICS

## School Heads Induction Program

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Presenter

# What is coaching?

- Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential (*International Coaching Federation*).



# What is coaching?

- **Partnership**
  - each client has unique needs and learning styles
  - coach is not a consultant with the answers; rather, a coach is a partner and a resource

# What is coaching?

- ● Maximizes human potential
- ● put ego and biases aside
- ● stay present and curious
- ● create space for clients to explore solutions



# What is coaching?

- ***Coaching is unlocking a person's potential to maximize their own performance. It is helping them to learn rather than teaching them.*** (Whitmore, 2002, p. 8)

# What coaching is NOT

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- **Command and control**
  - it's not about “telling and selling” or asserting authority



# Coaching vs Counseling, Mentoring, and Teaching

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- **Counseling**- The focus of counseling is typically on helping a client move from a dysfunctional to a functional or improved state of well-being and/or health
- **Counseling** is retrospective and why oriented

# Coaching vs Counseling, Mentoring, and Teaching

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- **Mentoring** is offering informal advice to someone with less experience. (*Kram, 1985*).
- *The relationship is less formal*



# Coaching vs Counseling, Mentoring, and Teaching

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- **Teaching** is making an individual learn concepts and key points to perform a certain process.

# Why coaching?

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WE CANNOT  
TEACH PEOPLE  
ANYTHING; WE CAN  
ONLY HELP THEM  
DISCOVER IT  
WITHIN  
THEMSELVES.



-GALILEO GALILEI

Change is personal.

Coaching aims to empower  
the coachee.



# The Personal Benefits of Coaching

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- Establish and take action towards achieving goals
- Become more self-reliant
- Gain more job and life satisfaction
- Contribute more effectively to the team and the organization

# The Personal Benefits of Coaching

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- Take greater responsibility and accountability for actions and commitments
  - Work more easily and productively with others (boss, direct reports, peers)
    - Communicate more effectively
- (source: Ken Blanchard Companies)



In MY day, we didn't have 'Life Coaches'

**We just SUFFERED.**

# When do you coach?

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Though you can coach when issues are around knowledge and skills, coaching is most needed when the issue of the coachee is on paradigm and systems.



# BUILDING A COACHING MINDSET

## What Is a Mindset?

Your mindset is a set of beliefs that shape how you make sense of the world and yourself. It influences how you think, feel, and behave in any given situation. It means that what you believe about yourself impacts your success or failure

# FIXED VS. GROWTH MINDSET

## Fixed Mindset

Either I'm good at it or I'm not.

That's just who I am. I can't change it.

If you have to work hard, you don't have the ability.

If I don't try, then I won't fail.

That job position is totally out of my league.

## Growth Mindset

I can learn to do anything I want.

I'm a constantly evolving work in progress.

The more you challenge yourself, the smarter you become.

I only fail when I stop trying.

That job position looks challenging. Let me apply for it.



# What Is My Mindset?

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1. You're born with a certain amount of intelligence and it isn't something that can be changed.
  2. No matter who you are, there isn't much you can do to improve your basic abilities and personality.
  3. People are capable of changing who they are.

# What Is My Mindset?

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- 4. You can learn new things and improve your intelligence.
- 5. People either have particular talents, or they don't. You can't just acquire talent for things like music, writing, art, or athletics.
- 6. Studying, working hard, and practicing new skills are all ways to develop new talents and abilities.



# How to Unfix a Fixed Mindset

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1. Focus on the journey.
2. Incorporate "yet."
3. Pay attention to your words and thoughts.
4. Take on challenges.

# What Is A Coaching Mindset?

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- Your goal as a coach is to provoke insight by inviting your coachee to think harder and deeper rather than thinking for them.



# Changing your Beliefs

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- **1. People can learn, grow and change.**
- 2. Almost everyone wants to be successful.**
- 3. People will rise to the expectations set for them.**

# Changing your Beliefs

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**4. People generally know more about their own problems than you do.**

**5. There is more than one way to do most things.**

**6. People are more committed to their ideas than others'.**



# Barriers to Adopting a Coaching Mindset

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- 1. What other people believe influences what we believe.
- 2. A person's behavior causes us to question their intentions.

# Barriers to Adopting a Coaching Mindset

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- 3. We primarily notice behavior that supports our pre-existing beliefs.
- 4. We are prone to confirmation bias.



# The Five Coaching Mindsets

1. My coachee is capable of changing.

People are capable, at any time in their lives, of doing what they dream of.

- Paulo Coelho

# The Five Coaching Mindsets

2. My coachee has choices.

In every single thing you do,  
you are choosing a direction.  
Your life is a product of  
choices.

DR. KATHLEEN HALL

EVERYDAYPOWER



# The Five Coaching Mindsets

3. My coachee  
is naturally  
intelligent.

"Man's brain is, after all, the greatest natural resource." — Karl Brandt

"God has placed no limits to the exercise of the intellect he has given us, on this side of the grave."  
— Francis Bacon

# The Five Coaching Mindsets

4. My coachee is unique.

Calling Quote

I am unique.

I have mission.

I have a calling.

I will fulfill my highest potential and calling.

—Lailah Gifty Akita



# The Five Coaching Mindsets

5. My coachee has  
the power to  
create his/ her  
future.

**"THE FUTURE  
DEPENDS ON  
WHAT YOU  
DO TODAY."**

**GANDHI**

# Building a Coaching Mindset

## Three Exercises for Self-Awareness by Paul T. Wong

1. The mirror test- if there's a magic mirror that shows your true self, who will you see?

2. Death Bed Test- on your death bed, what would be your main regrets?

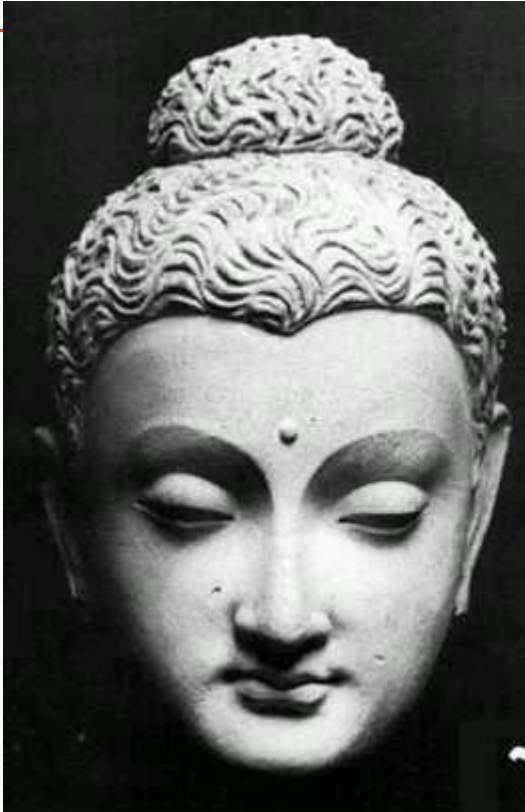
3. The Eulogy Test- What would people who know you say about you?



# Building a Coaching Mindset



# Building a Coaching Mindset



**Your worst  
enemy cannot  
harm you  
as much as  
your own  
unguarded  
thoughts.**

**~ Buddha**





**WATCH YOUR THOUGHTS,  
FOR THEY BECOME WORDS**

**WATCH YOUR WORDS,  
FOR THEY BECOME ACTIONS.**

**WATCH YOUR ACTIONS,  
FOR THEY BECOME YOUR HABITS.**

**WATCH YOUR HABITS,  
FOR THEY BECOME YOUR CHARACTER.**

**WATCH YOUR CHARACTER,  
FOR IT BECOMES YOUR DESTINY.**

**WHAT WE THINK,  
WE BECOME.**

# COACHING CONVERSATIONS

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- **Coaching questions to ask:**

- 1. Open ended questions**

- leads to more possibilities
- gives room for personal interpretation



# COACHING CONVERSATIONS

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- Coaching questions to ask:

## 2. Non- leading questions

- shouldn't be suggestions masked as questions

E.g.- “Don’t you think you should be trying this?”

# COACHING CONVERSATIONS

- **Coaching questions to ask:**

3. Non- judgmental

Examples of judgmental questions:

“Are you sure that’s going to work?”

“Why did you do that?”

**Ask safe and carefully crafted questions**



# The “Why” Questions

- Do not ask “why” questions if the focus is on analysis.
- Do not ask “why” questions if the focus is on the past.

**All questions that bring back the coachee in the past is a **NO**;  
all questions that bring the coachee to move forward is a **GO**.**

# We ask the “WHY” questions when:

- - you want the coachee to understand and align with his/her values; when you want the coachee to be grounded on what's important for them.

E.g.- “Why does this matter to you?”

“Why is this important to you now?”

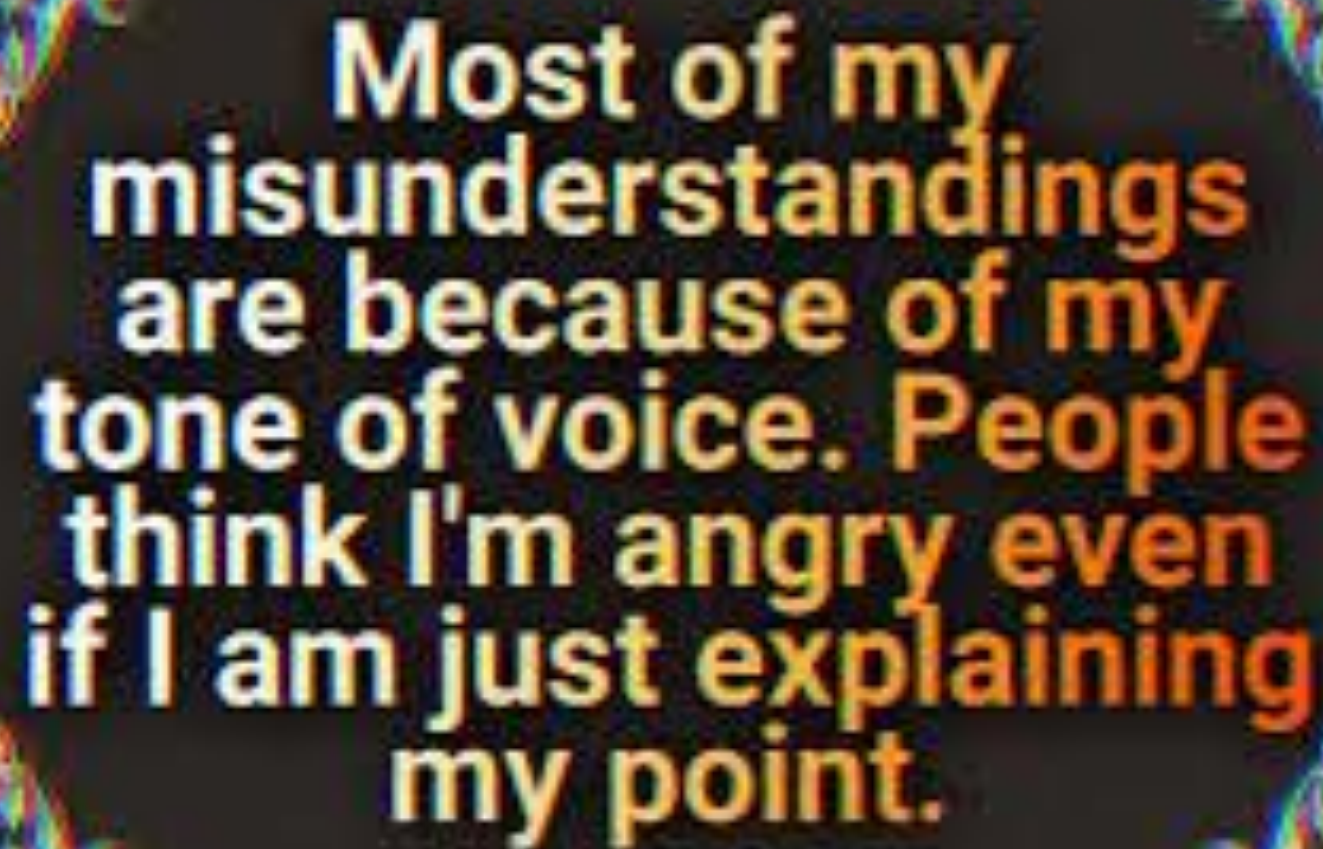


# How to Ask Questions

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- 1. Be curious.
- 2. Be neutral- hold off the biases





Most of my  
misunderstandings  
are because of my  
tone of voice. People  
think I'm angry even  
if I am just explaining  
my point.

*Truth Follower*



# How to Ask Questions

- 3. Be mindful- listen to what the coachee is saying and ask the question based on what the coachee says

# WHO ARE YOUR STARS?

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- Best performers
- Gets the job done with minimal supervision
- More experienced, have more skills, knowledge, competencies, and are a bit mature with how they carry themselves and interact with others.
- People whom you can depend on



## **DON'TS** in Coaching you Stars

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- 1. Don't micromanage.
- 2. Don't take advantage of their efficiency.
- 3. Don't neglect your stars.

## DO'S in Coaching you Stars

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- 1. Recognize and reinforce your star's strengths.
- 2. Be clear and specific about your expectations  
of them.
- 3. Give your stars more responsibilities.



# WHO ARE YOUR STRUGGLERS?

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- Low performers
- Have minimal experience, knowledge, skills and competencies
- Maturity is quite low

# **DON'TS** in Coaching you Strugglers

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- Don't say or do anything that will affect or lower their self-esteem.
- Don't make them work on two or more developmental tasks at a time.
- Don't tell them that they are doing good even if they're not.



## DO'S in Coaching you Strugglers

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- Always celebrate small or big wins
- Do whatever you can to demonstrate that you have your full trust and confidence in them.
- Empathize with your strugglers; remember that at some point, you were also a beginner.

# GROW MODEL GUIDE

**GROW** is an acronym that stands for:

**G**oal

**R**eality

**O**ptions (sometimes this is worded as "Obstacles")

**W**ay Forward (sometimes this is simply worded as "Will" or "Will Do")



# T - TOPIC

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# T - Topic

## Why it's important:

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- Starting point
- Not essential if the client comes with a topic in mind
- Use the **Topic** when the client comes to a session unsure of what are of their life to work on.

Establishing the coaching session **Topic** often blends with the **R - Reality** part of the GROW model. This is because you may need a discussion around what's going on in your client's life in order to drive out what they want to focus in on.



## 4 Questions to establish a Session T - Topic:

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1. "So, how have you been?" (*Great open-ended question to drill down from*)
2. "What could we work on that would help you the most over the next few weeks?"
3. "What ideas did you have in mind for this coaching session?"
4. "What do you need *most* from me today?"



# G - GOAL

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# G- GOAL: Why it's important?

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- Having a session **G - Goal** ensures that your client gets what they want from *every* coaching session with you.
- Helps you manage the session timing and stay focused.

# Here are 5 Signs that you did not set up a clear Session G - Goal

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- 1.The coaching session goes wildly off track.
- 2.The session goes around in circles.
- 3.The client doesn't realise the "real issue" they wanted to discuss until too late in the session.
- 4.You run out of time and don't complete all the steps/comfortably wrap-up the session.
- 5.Your session runs *over* time



## Sample questions to establish a session goal:

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1. "What *specifically* would you like to get out of the next 30/45/60 minutes?"
2. "What's the outcome you're looking for from our session today?"
3. "What would be the most helpful thing you could take away from this session?"

# GOAL

## SMART goal format

S- specific

M- measurable

A- attainable

R- relevant

T- timebound



# GOAL

Below are some questions to help everyone gain clarity on the goal.

- What goal do you want to achieve?
- What would you like to happen in working toward this goal?
- What will get you to that goal?
- What **needs and values** are you seeking to meet through this goal?
- What would you like to accomplish?
- What result are you trying to achieve?
- What outcome would be ideal?
- What do you want to change and why?
- What would the benefits be if you achieved this goal?
- What does success look like?
- How will you measure the results and determine the success?
- What's the bigger picture here?





# R - REALITY

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## (Current) Reality

- develop awareness of the current situation we are working in – where we are now.
- It considers how far we are from our goals.
- Outer perspective identifies the playing field – the strengths, challenges, and issues that will come into play
- Inner perspective explores the emotions and motivations connected to the desired change.

# **R - Reality:**

## **Why it's important:**

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The **R - Reality** - meat of any coaching session

- part of a coaching session is where you help the client understand their situation and how they got there.

What's working for them and what isn't?



## R - Reality

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TIP: When a session feels "dry" and functional, or lacks inspiration and insight, it's usually because *not enough time* was spent exploring the client's **Reality**.

# How it fits with other parts of the **GROW Coaching Model:**

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The **Topic** and **Goal** frame up what gets explored in this **Reality** part of the session. In most coaching sessions, we're likely to spend most of our time in the reality part.

Your client's understanding of their **Reality** gives them the impetus and motivation to make change.



# (Current) Reality

Below are some questions to support the exploration of this stage:

- Where are you now in relation to your goal?
- What steps have you already done towards your goal?
- What impact has that had?
- What has contributed to your success so far?
- What progress have you made so far?
- What is working well right now? What is not?

# (Current) Reality

Below are some questions to support the exploration of this stage:

- What is required of you?
- What's keeping you from having reached that goal already?
- What obstacles/challenges are you experiencing?
- What can you learn from others who have achieved this goal?
- What can you learn from what has not worked so far?
- What could you do better?
- What is any current resistance to change telling you?





# 0 - OPTIONS

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# OPTIONS

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During this stage we awaken and encourage creativity to brainstorm options and strategies, daring to consider options we would take if all things were possible.

Continue to push for “what else?” and give space for pondering further ideas.



## O - Options Helpful Tips:

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Remember that in brainstorming - anything goes! *Literally* anything. This is where the client can come up with their wildest and wackiest ideas: Who knows what practical or doable idea might result?

# Sample GROW Model Questions to Establish O - Options

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1. "If you had a choice, what could you do?"
2. "Let's imagine it's a year from now and you've accomplished your goal. What steps have you taken to achieve it?"
3. "Suppose, just for a moment, you live in a world where fear does not exist. What could you do now?"
4. "Suppose you had all the information you needed, what would be the next step/s?"



# Sample GROW Model Questions to Establish O - Options

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1. "Let's imagine you're really excited about this. What would you do?"
2. "If you were at your best, what would you do right now?"
3. "What could you do if you knew you couldn't fail?"
4. "What could you do if you didn't care what other people thought?"
5. "Imagine you had all the time you needed what would you do?"

A woman with dark, curly hair, wearing a white t-shirt, is smiling and pointing her right index finger towards the text 'W-WILL DO'. The background is a solid yellow color.

# W-WILL DO

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# **W - Will Do:**

## **Why it's important:**

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The essence of coaching is facilitating change.

Sometimes called the **W - Way Forward**

Make sure every client leaves their session committed to at least ONE **Will do**.

*When we are interested,  
we do what is convenient.  
When we are committed,  
we do whatever it takes.*

*Nithya Shanti*



# Choosing Actions to Take

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1. "So, re-play your key options to me..."
2. "What could you do as the very first step towards meeting your goal?"
3. "What actions NEED to be taken?"
4. "And what actions do you WANT to take?"
5. "Which actions WILL you do?"

# Establishing Commitment

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6. "How do you FEEL about your actions?" and "What would it take to get excited about your actions?"

7. "How might you commit to that?"

8. "Tell me exactly how these actions move you towards your goal." (*connect actions with outcomes*)

9. "How will you stay committed to your goal when the going gets tough?"

10. "On a scale of 1 to 10, how likely are you to complete that action?"

Then, "What stops that being a 10?"

And, "What could you do to raise the score?"



# Establishing Commitment

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# Identifying and Dealing with Obstacles to Action Completion

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11. "What could get in the way of you completing that action?"

12. "If you were going to sabotage yourself, how would you do it?"

13. "How might you *unintentionally* get yourself off track?"

14. "What would make this more fun?"

15. "What if something comes up this week, then what will you do?"



# Accountability

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16."What 3 things could you do to support yourself and make sure this gets done?"

17."How would you be able to show this action is completed?"

18."What are you ready to change to ensure you achieve your action?"

19."How will you be able to show me you have completed your action?"

20."How would you like to be held accountable for these actions?"

# Other Useful Ws to Consider

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**W can also be - "WHAT do you need from me**

**W also stands for - WIN: "What was your biggest win of the session today?"**



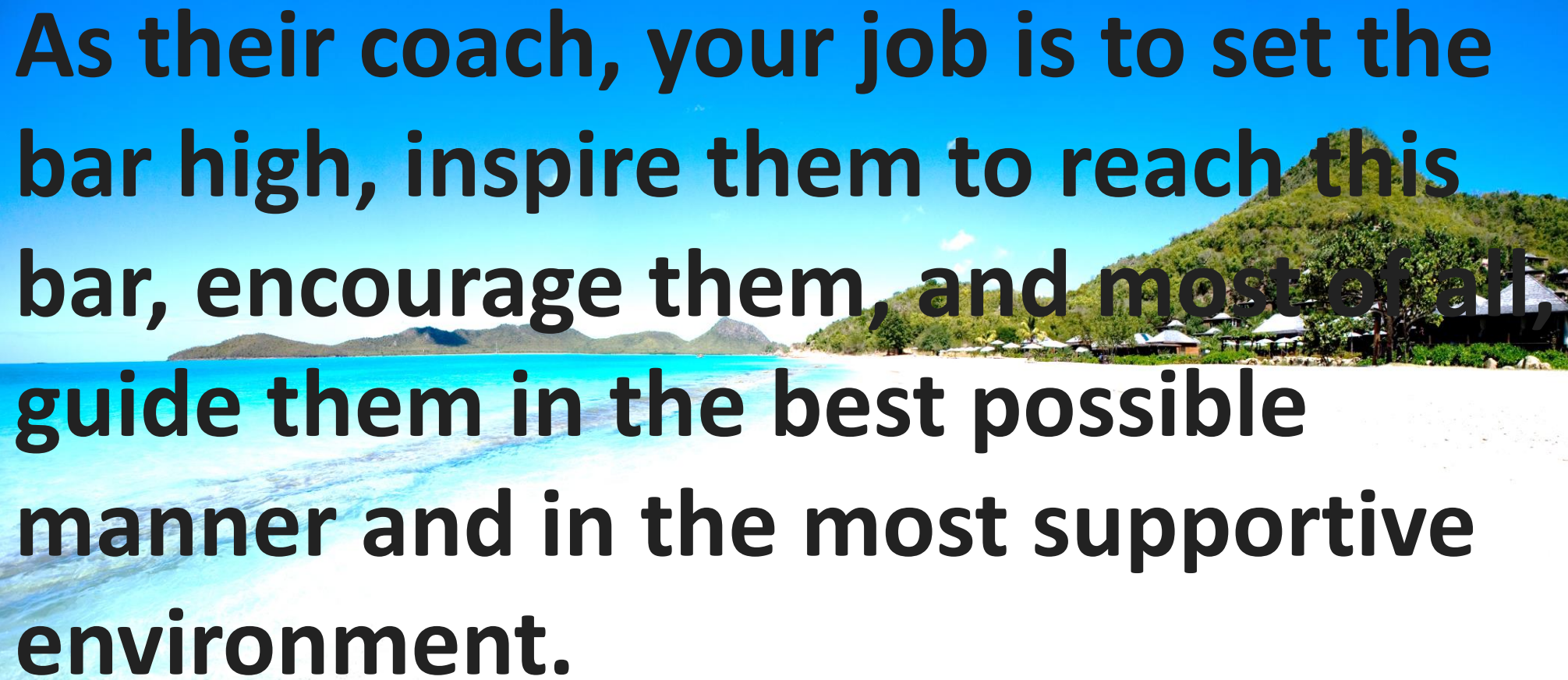


**APEC PDP**  
Continue Learning



Mary Ann Barcelon





**As their coach, your job is to set the bar high, inspire them to reach this bar, encourage them, and most of all, guide them in the best possible manner and in the most supportive environment.**

**- John Popovich**





Thank  
you!

A photograph of a beach scene. In the foreground, the words "Thank you!" are written in the sand using dark, possibly seaweed or sticks. The sand is a light tan color. In the background, gentle waves with white foam are washing onto the shore. The entire image is framed by a decorative border with a red, black, and yellow geometric pattern.