

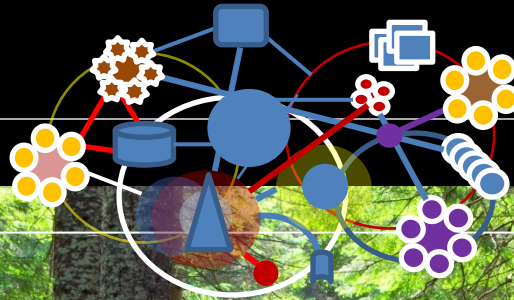
Coaching



John O. Burdett

Why coaching?



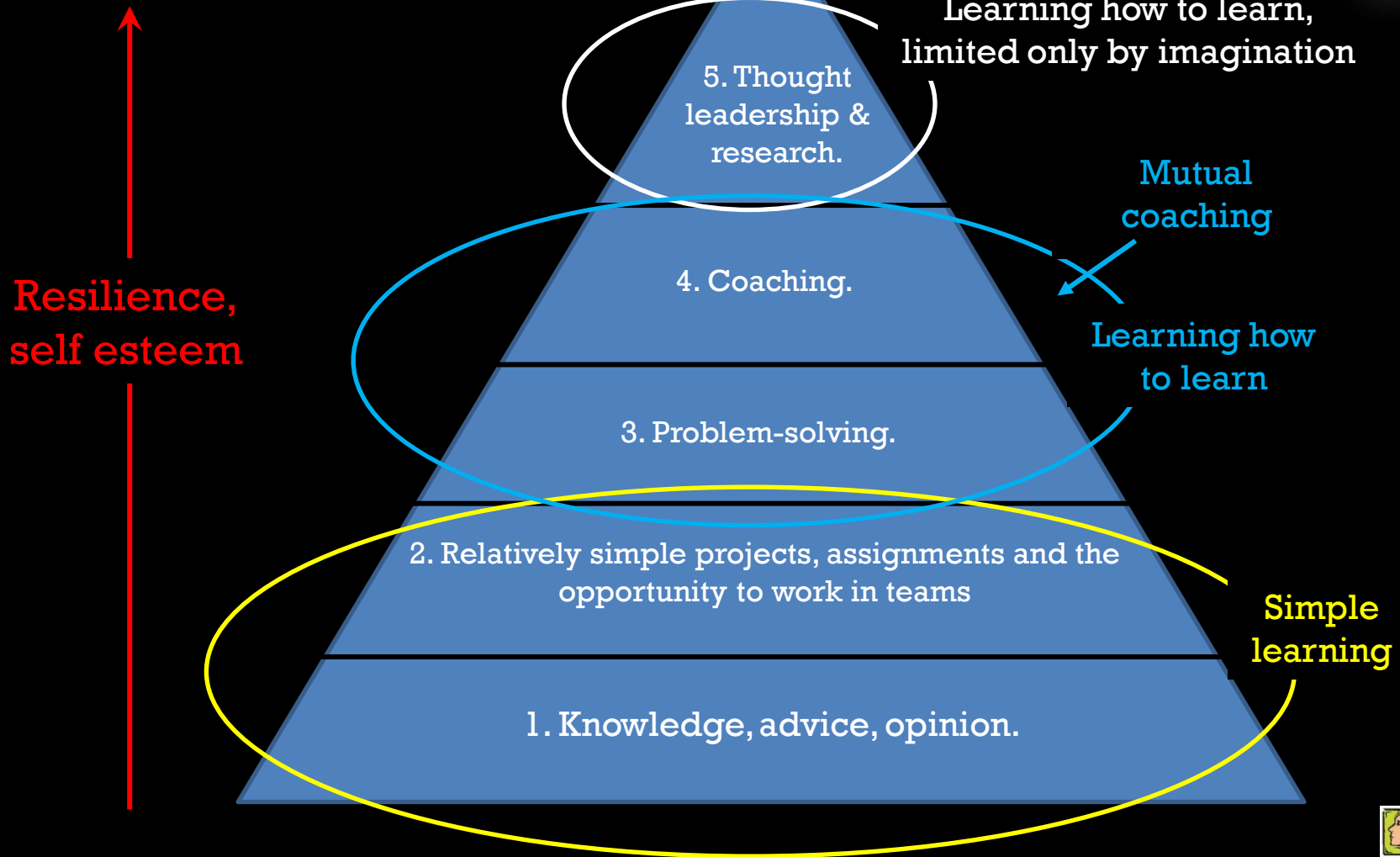


If you can't coach ... you can't lead!

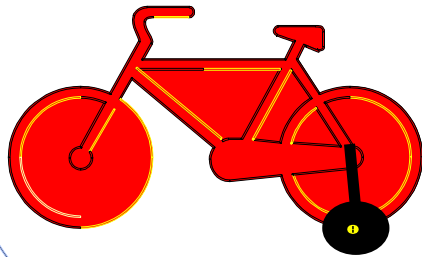
“When the trees are bigger, and the forest gets deeper – it's time to sharpen your saw.”



The Five Levels of Support

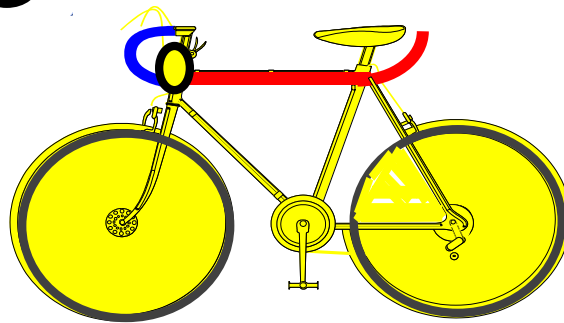


LEARNING: RESILIENCE AND SELF ESTEEM

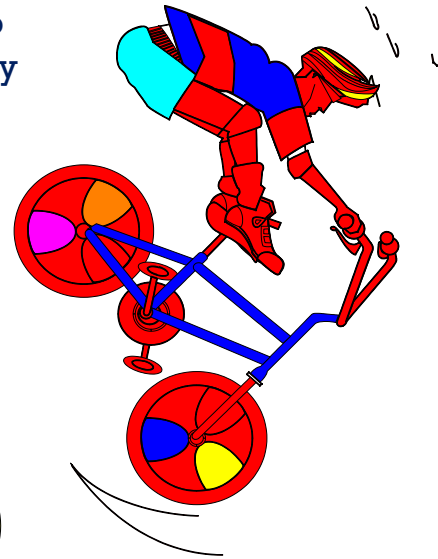


Simple learning

Learning how to
learn limited only
by imagination



Learning how to learn



ORXESTRA™ INC.



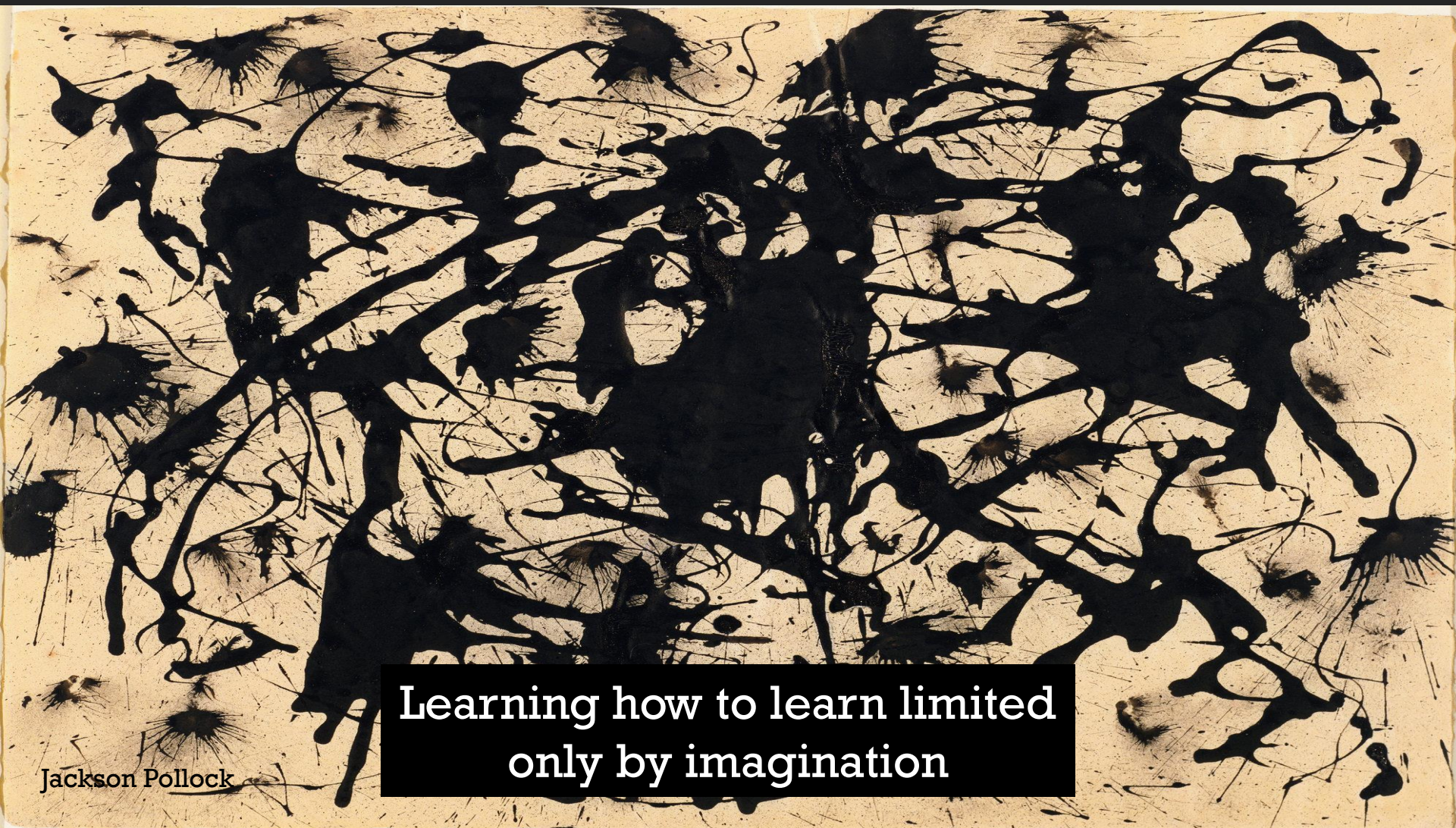
Canaletto

Simple learning

Van Gogh

Learning how to learn





Jackson Pollock

Learning how to learn limited
only by imagination

What is coaching?





Coaching isn't a some
time occurrence ... it's
a deep-rooted way to
think and act as a
leader

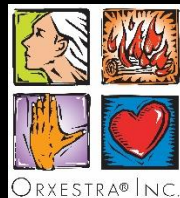
"What whiskey does he
drink? I'll send all my
generals a barrel."



General Ulysses S. Grant

What is coaching?

- Coaching is about challenging the motivated ... not motivating the challenged.
- It's about changing the conversation the coachee has with themselves
- It's a collaborative learning conversation where the outcome is enhanced performance, resilience and self esteem



To coach is to
change the
inner dialogue



What is coaching?



“Coaching is a performance conversation drawn out of a serving spirit. At its best, it is centered around hard questions, a soft voice, listening ears, and a tough-minded attitude about the need to act.”

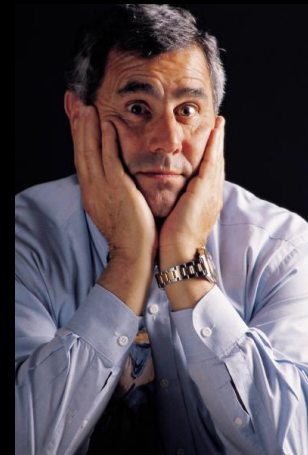
Myth, Magic, Mindset

– John O. Burdett (2008)



Counseling, mentoring, teaching

- **Counseling:** a professional discipline that seeks to address truly dysfunctional behaviour
- **Mentoring:** a more seasoned performer sharing their story with a colleague... the outcome of which the latter is accelerated through the learning curve
- **Teaching:** new knowledge
- **Training:** new skills





There are four
types of coaching

With few exceptions, exclusively the role of the team leader



Performance coaching

- success in the current role

Developmental coaching

- success in a bigger or new role

In-the-moment coaching

- recognizing the “coaching” moment
Affirmation!

Coaching in how to coach

- the most difficult challenge but the greatest return on investment



The Four coaching scenarios

Who to coach?





Doesn't live the
values...delivers
results

Lives the values ...
delivers results

Confront
(Mindset)

Challenge
(Developmental
coaching)

Change
(Identity)

Coach
(Performance
coaching)

From good
to great

Doesn't live the
values...doesn't
deliver results

Lives the values ...
doesn't deliver
results

Taken from the GE
performance grid

Who to coach?



The most powerful
form of coaching is
team members
coaching each other

How to coach



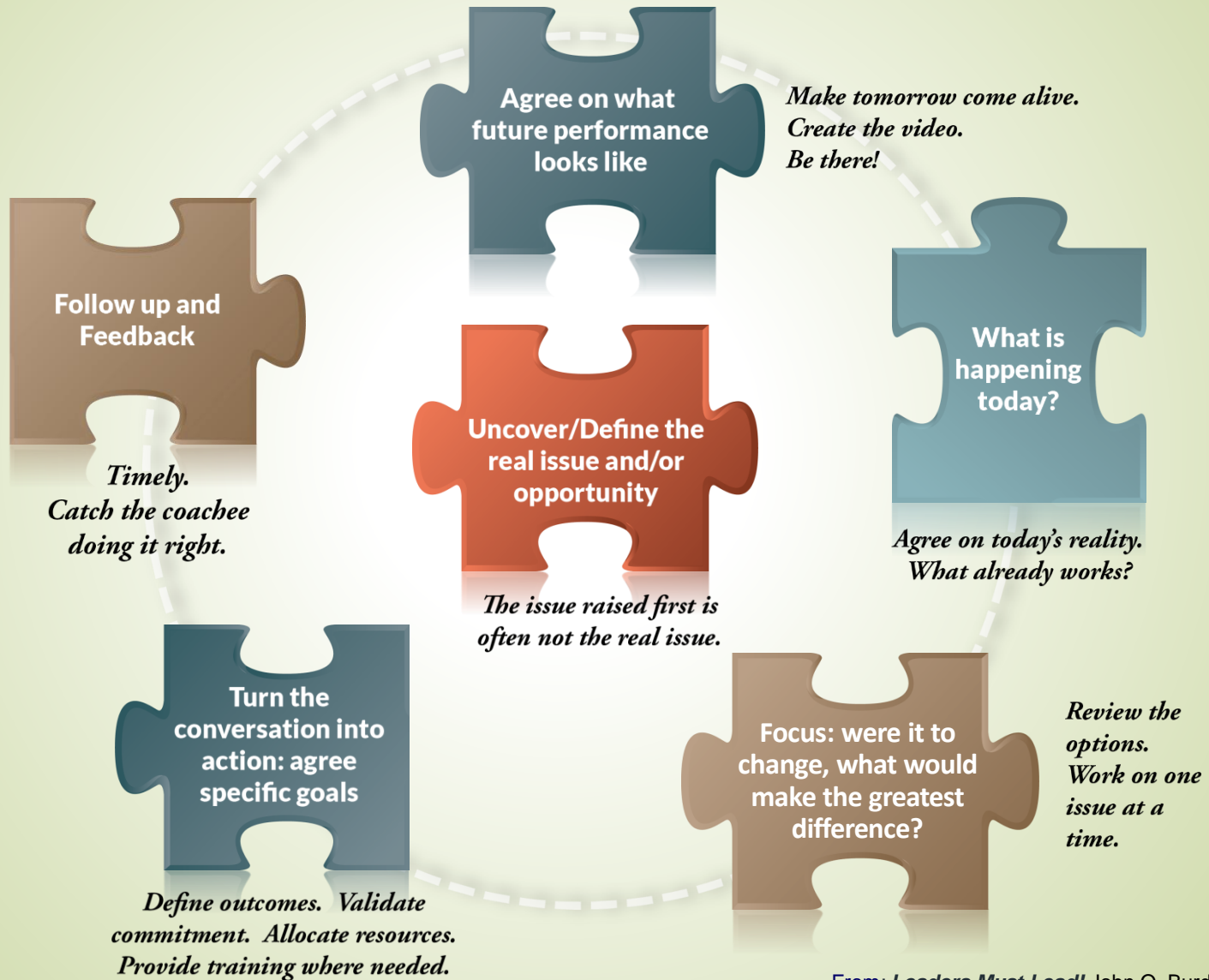
The coaching conversation

The 7 Coaching Disciplines



1		Cheering works. Build a positive platform for coaching initiatives.
2		What the coach believes is what the coachee perceives. To coach is to know that it WILL (not might, could or should) happen!
3		Let go of “knowing” the best way forward. Have a beginner's mind. Be open to be surprised.
4		A coaching conversation assumes the way forward lies with the employee. <i>Telling</i> - power over. <i>Selling</i> - respectful power over. <i>Problem solving</i> - power with. Coaching - power to.
5		To coach is to share the gift of presence. Be there. Listen in the way you want others to listen to you. Uncover what the coachee is passionate about. Know that the listener shapes the conversation.
6		To coach is to ask great questions. To probe without pushing, to challenge without eroding respect, to enquire without intruding. Ask for what you want and not what you don't want. Silence is often the best question of all.
7		The coaching conversation has to be converted into action. Small, successful steps build confidence. If it isn't written down it won't happen. Follow up.

The Coaching Conversation



People don't care how much you know...



... until they know how much
you **care!** - Maya Angelou



Coaching mastery

“Change is happening all the time. Our role is to identify useful change and amplify it.” - Gregory Bateson

*“Even the most talented people get stuck
from time to time.”*

When the
coachee is
“stuck”





→ **Stuck but committed?**

Won't do?



Not coaching

New language, new perspective

Who does the coachee admire?

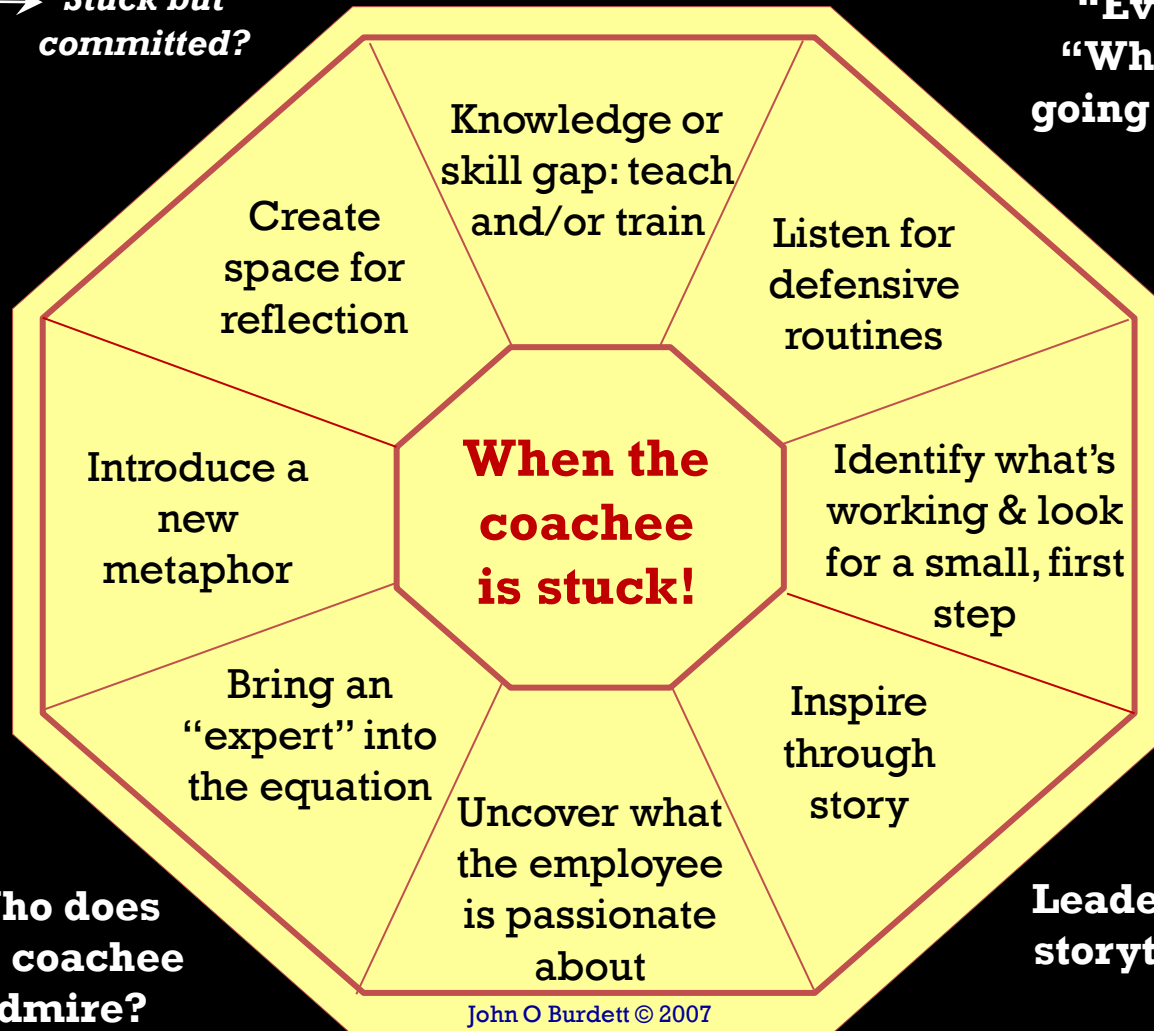
80% on-the-job

**"Evidence?"
"What are you going to do about it?"**

Affirmation, build on strengths

Leaders are storytellers

Tap into the coachee's energy



John O Burdett © 2007





Without Reflection
There is No Learning



If you can't coach ... you can't lead!



THE PATH TO MASTERY

TRANSEARCH

YOUR WORLD PARTNER IN EXECUTIVE SEARCH

IF YOU CAN'T COACH, YOU CAN'T LEAD!:

40 INSIGHTS

100 QUESTIONS

18 HOLES



*"To coach is to challenge the motivated,
not motivate the challenged."*

John O. Burdett



ORCHESTRA INC.

HOW GOOD A COACH ARE YOU?

18 uniquely challenging holes of golf



John O. Burdett

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