

TOOLS AND COMPETENCES FROM “KOSHER COACHING”

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PCC ICF,

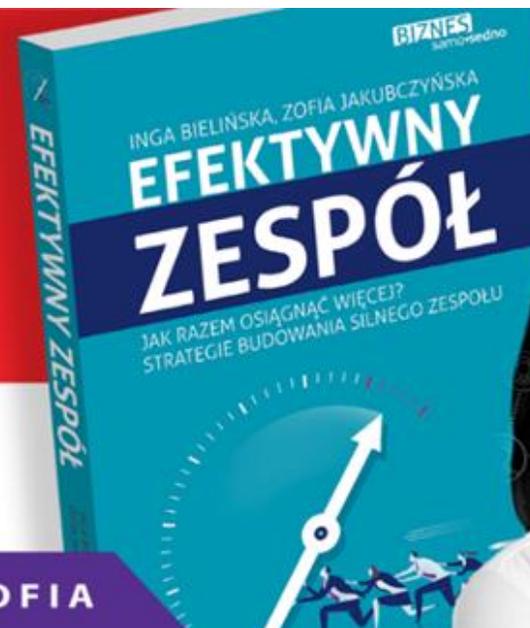
ICF certified mentor coach, FRIS certified trainer





„EFEKTYWNY ZESPÓŁ”
POWSTAŁ NA BAZIE
DOŚWIADCZEŃ
PARTNEREK
ZARZĄDZAJĄCYCH:

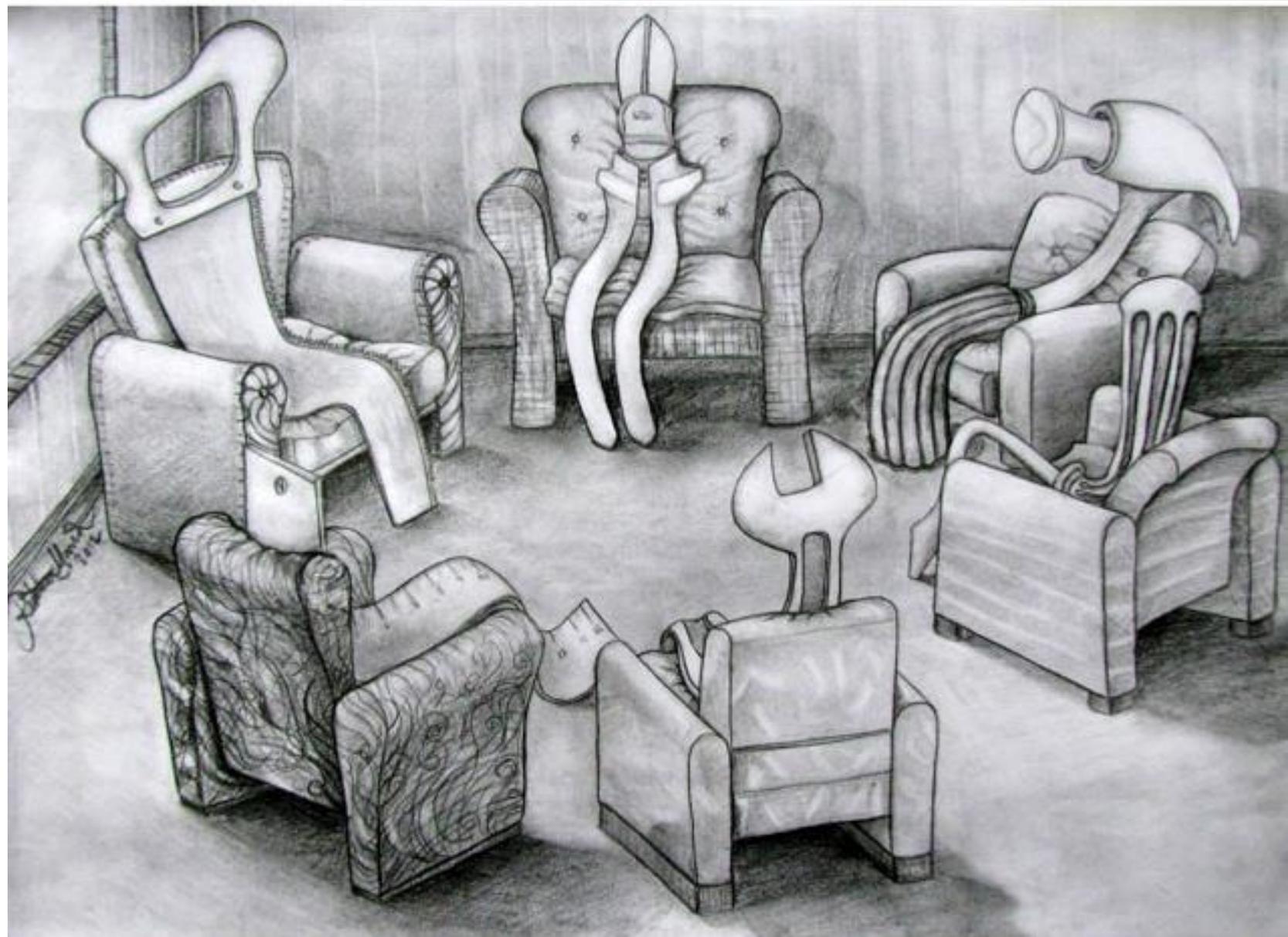
VALUE+
BIELINSKA JAKUBCZYŃSKA



ZAPRASZAMY DO KSIĘGARNI! INGA I ZOFIA

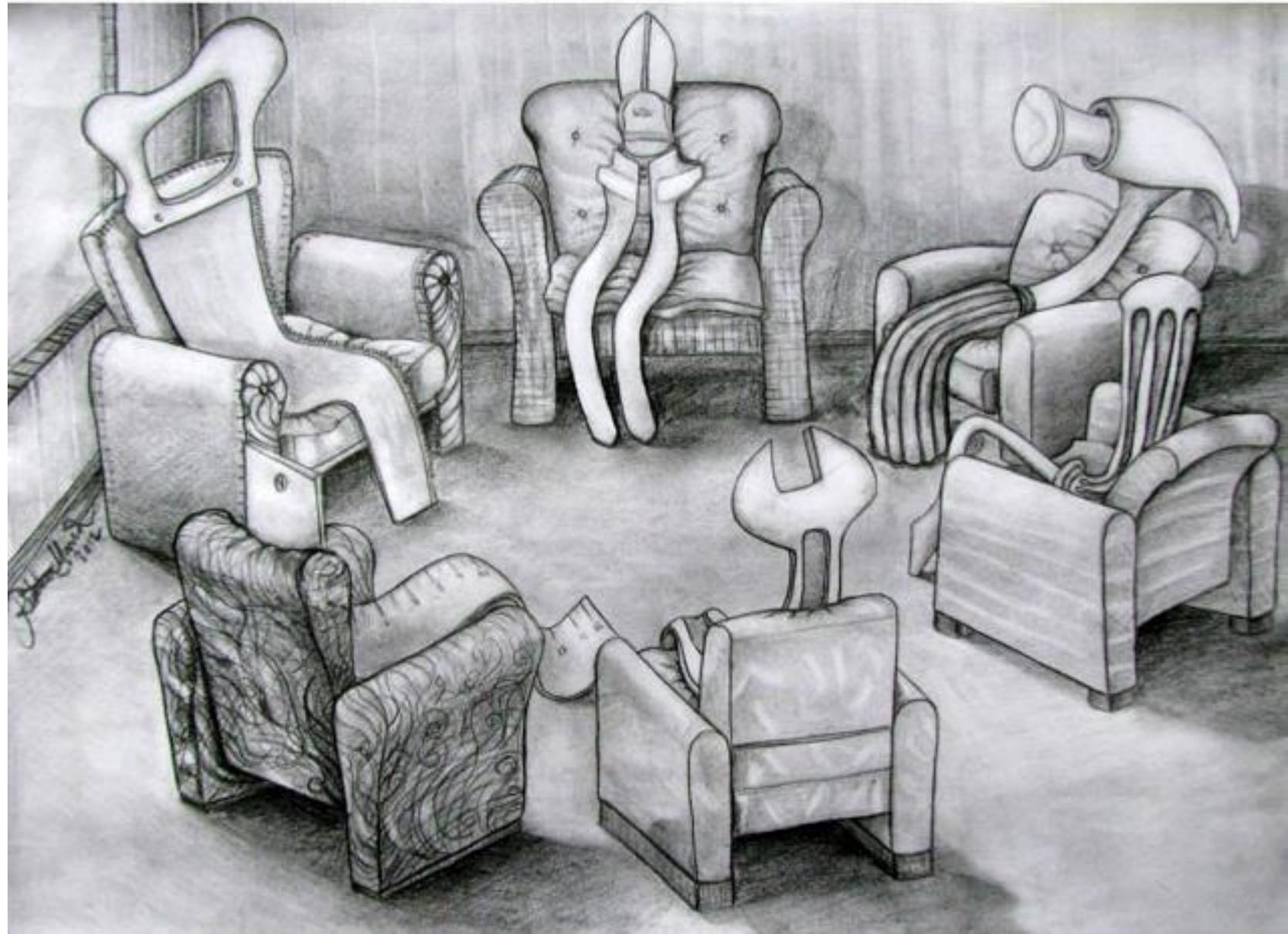


The ICF coach's best tools!



The best of the ICF coach's tools are:

- The coach herself/himself
- The core competences



- **What is „kosher” coaching?**
- **Who is a manager coach, an agile coach, a scrum master versus an ICF coach?**
- **Competences such as:**
 - **Establishing the Coaching Agreement**
 - **Establishing trust**
 - **Active listening**
 - **Powerful questioning**
 - **Direct communication**
 - **Creating awareness**
 - **Accountability and ownership**
- **Tools and best practices.**



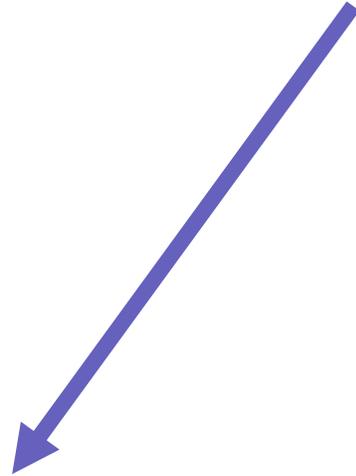
ICF defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

Coaching jest partnerską relacją, podczas której coach wspiera klienta w jak najlepszym wykorzystaniu jego potencjału na drodze do osiągnięcia zamierzonych rezultatów.

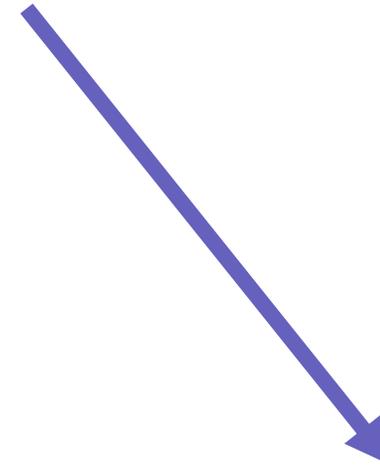


A COACH SHIFTS A COACHEE

rozwijamy ludzi w organizacjach



**from awareness
building**

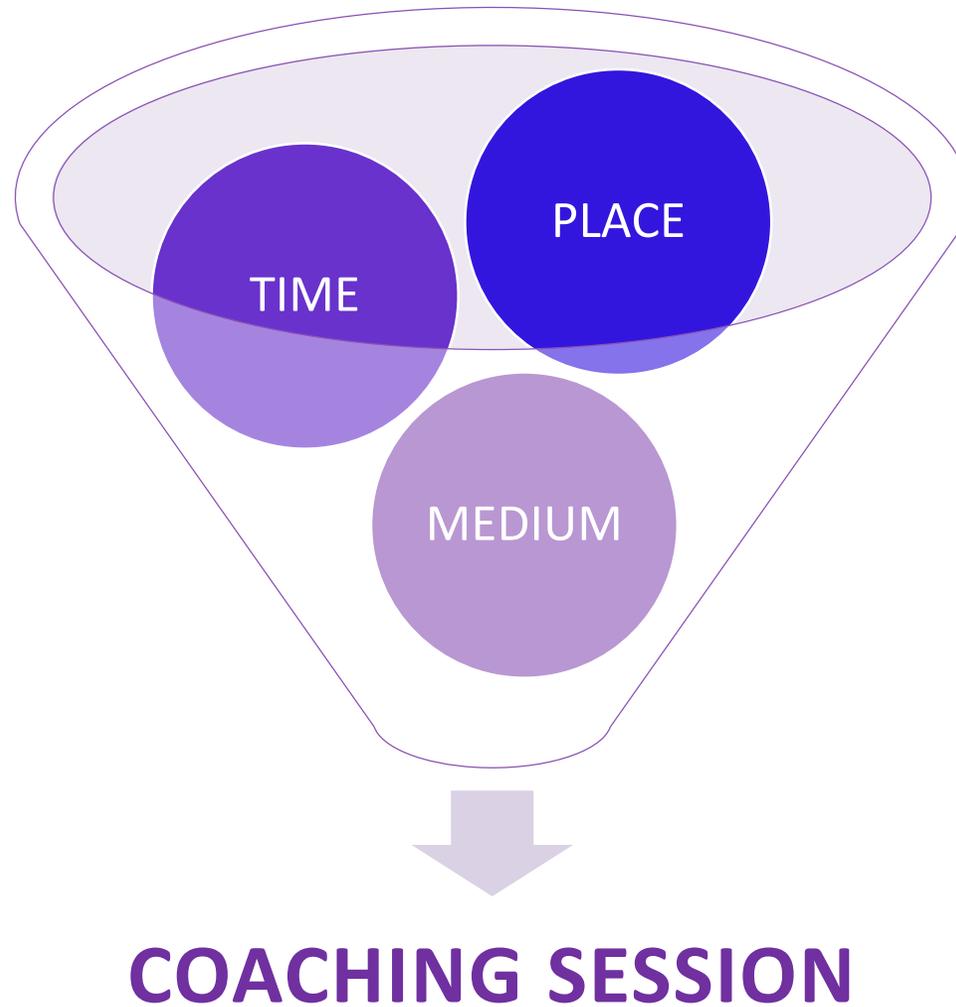


**to responsibility and
accountability building**

SO DOES A MANAGER COACH (A SCRUM MASTER ETC.)



It is hard to use exactly the same coaching set up at work.





- **A. Setting the Foundation**
 1. Meeting Ethical Guidelines and Professional Standards
 2. Establishing the Coaching Agreement
- **B. Co-creating the Relationship**
 3. Establishing Trust and Intimacy with the Client
 4. Coaching Presence
- **C. Communicating Effectively**
 5. Active Listening
 6. Powerful Questioning
- **D. Facilitating Learning and Results**
 7. Direct Communication
 8. Creating Awareness
 9. Designing Actions
 10. Planning and Goal Setting
 11. Managing Progress and Accountability



3 OBSTACLES OF KOSHER COACHING AT WORK



PARTNERSHIP



PARTNERSHIP

What does it mean in a work relationship?



**It is easy to
play games in
a work
relationship.**



The core belief: “My life is so hard; my life is so unfair. ‘Poor me.’”

The dynamic: “It’s not my fault (it’s theirs).”

The benefits of playing the role: You have no responsibility for fixing anything; you get to complain; you attract Rescuers.

The price paid for playing the role: You have no sense of being able to change anything—any change is outside your control. You’re known to be ineffective. And no one likes a whiner.

Stuck is: “I feel stuck because I have no power and no influence. I feel useless.”



The core belief: “I’m surrounded by fools, idiots or just people less good than me.”

The dynamic: “It’s not my fault (it’s yours).”

The benefits of playing the role: You feel superior and have a sense of power and control.

The price paid for playing the role: You end up being responsible for everything. You create Victims. You’re known as a micromanager. People do the minimum for you and no more. And no one likes a bully.

Stuck is: “I feel stuck because I don’t trust anyone. I feel alone.”



The core belief: “Don’t fight, don’t worry, let me jump in and take it on and fix it.”

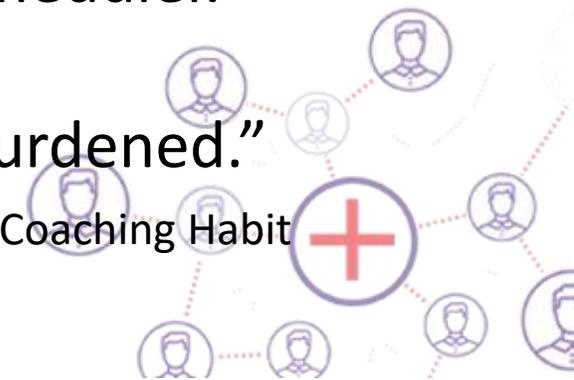
The dynamic: “It’s my fault/responsibility (not yours).”

The benefits of playing the role: You feel morally superior; you believe you’re indispensable.

The price paid for playing the role: People reject your help. You create Victims and perpetuate the Drama Triangle. And no one likes a meddler.

Stuck is: “I feel stuck because my rescuing doesn’t work. I feel burdened.”

In Michael Bungay Stanier's The Coaching Habit



**It is easy to be
toxic in a work
relationship.**

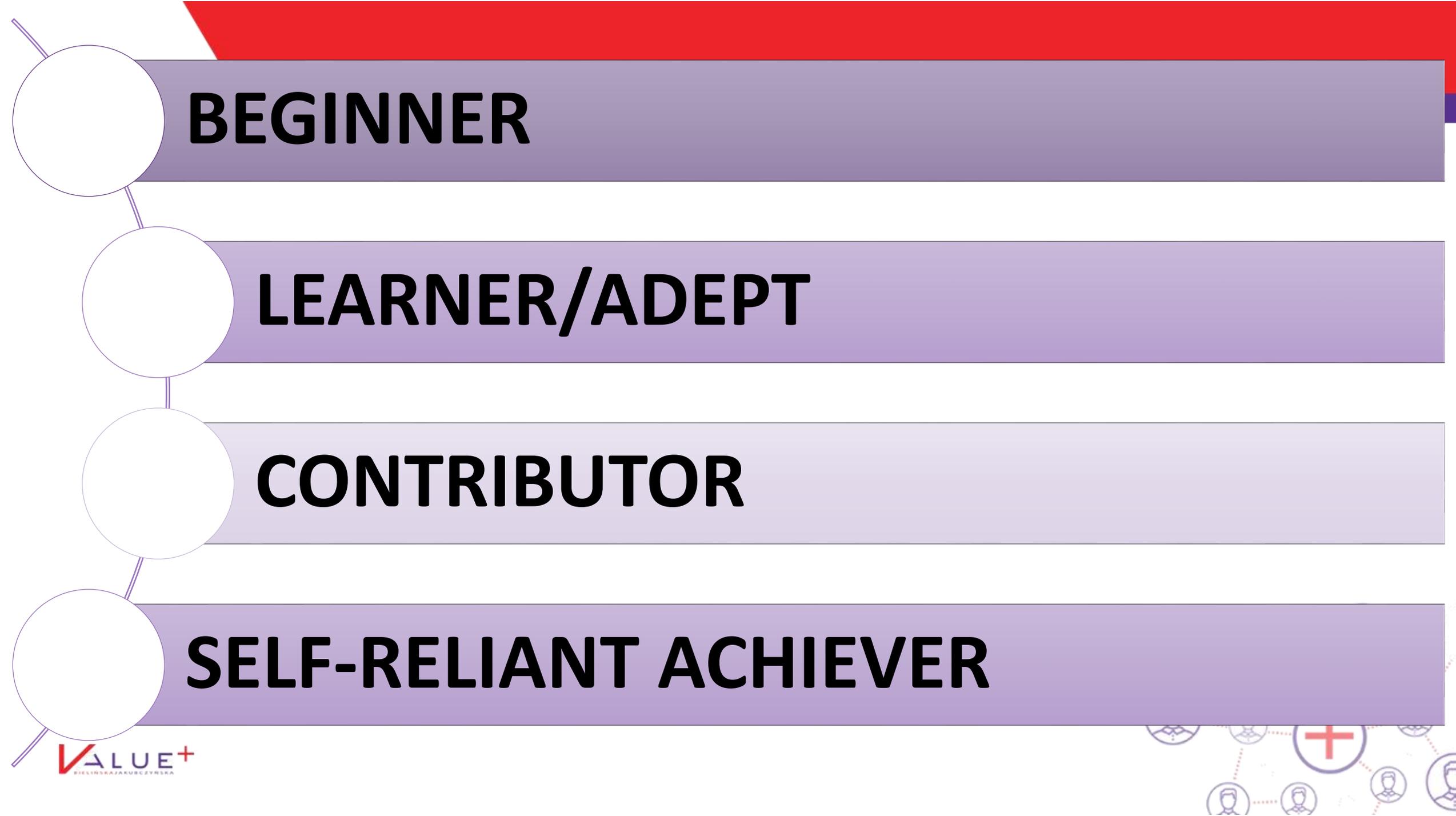


- **Blaming**
- **Defensiveness**
- **Contempt**
- **Withdrawal/stonewalling**



**At work one
must
remember
about the
maturity of an
employee.**





BEGINNER

LEARNER/ADEPT

CONTRIBUTOR

SELF-RELIANT ACHIEVER

3. CONTRIBUTOR

Coaching and mentoring:

- Ask questions
- Give freedom to choose how
 - Work on motivation
 - Auto-analysis

4. SELF-RELIANT ACHIEVER

Coaching and mentoring others:

- Full independence
- Give freedom to choose
- Work on motivation
- Dedicate to be a mentor

2. LEARNER/ADEPT

rozwijamy ludzi w organizacjach

Training and coaching:

- Less demonstrate and say HOW
 - Start asking questions
 - Regular feedback
- Short deadlines for new tasks

1. ABSOLUTE BEGINNER

Learning, briefing and training:

- Demonstrate and say HOW
 - Regular check up
 - Short deadlines
 - Everyday feedback



I am able to control only that which I am aware of. That which I am unaware of controls me. Awareness empowers me.

J. Whitmore

No two organisms neither brains are the same. How come I can advice you? Only you by building awareness is able to do so.

J. Whitmore

If I give you advice and it fails, you will blame me. I have traded my advice for your responsibility and that is seldom a good deal.

J. Whitmore



**BECAUSE IT WILL GET AN EMPLOYEE TO THE
ACCOUNTABILITY**



QUESTIONS: THE CORE OF COACHING

Active listening

Powerful questioning

Direct communication

Creating awareness

Accountability and ownership

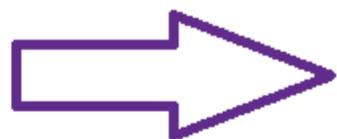


ACTIVE LISTENING

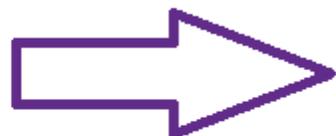
What does it mean?



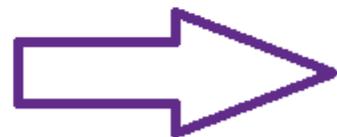
EMPATHIC LISTENING



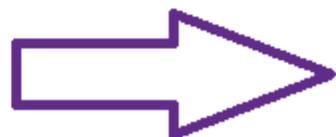
Listening Over (25% of attention)



Listening At (50%-70% of attention)



Listening To (100% of attention)



Listening Into (listening for 110%)



LISTENING INTO, CONNECTIVE LISTENING

rozwijamy ludzi w organizacjach

- Adjust the place and time so it suits you and your conversationalist.
- Use silence for the benefit of talk.
- Leave out technology (a phone) and other obstacles
- Listen to connect
- Do not ADVISE!!!
- Use some listening markers (*tell me more about..., really...?*)
- ASK!



List what makes level four listening difficult at work.



NO TIME. After all, you're busy as hell.

BIG BRAIN. You know the answer. Quick minds stop listening quickly.

HELPLESS. You're problems are so big you can't hear anyone else.

CONFRONTATIONAL. You're defending your position.

JUDGE. Everything is either/or, so you can't explore.

INSECURE. Needy people need to talk.

BLAME. You're finding or assigning fault.



WALKING COACHING OR HALL COACHING

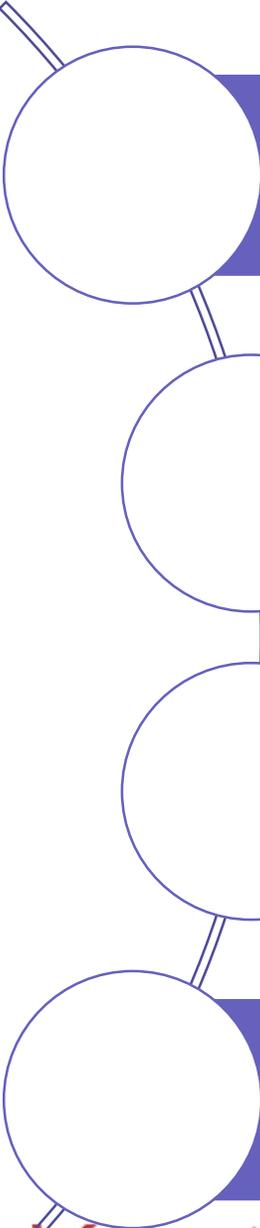


SEVEN SECRETS TO LISTENING WHEN TIME IS SHORT

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1. Explain time pressure. **“I’m interested. I only have five minutes before my next meeting.”**
2. Relax the tone in your voice. Take a **breath.**
3. Begin where most conversations end. Ask, **“What’s important about this?”**
4. Say, **“Tell me what you want to tell me.”** Help them get to the point.
5. Ask, **“What can you do?”** Avoid reverse delegation – that’s when their problem becomes your problem.
6. Establish accountability. **“Call me tomorrow and tell me what happened.”**
7. Stick with time limits. If you said, **“Five minutes,”** then stick to it.





I. Thinking partner

II. Behaviour and thinking remodeling

III. Learning and advising

IV. Encouraging to act



I. Thinking partner

- What works?
- What are the facts and what can you learn?
- What are your choices?
- What action steps make sense?
- What's possible?
- What do you want?
- What do you assume?
- What are you accountable for?
- What will make you think differently?
- What don't you see?
- What do you avoid?
- What can you learn from him/her?
- What can you teach her?
- What are you planning to do?
- How can you shift this to win-win situation?



II. Behaviour and thinking remodeling

- How do you perceive yourself in this situation?
- What needs to change so you perceive yourself differently?
- What glasses do you use to look at this problem?
- What is possible when you believe this?
- Who are you when you believe this?
- Who do you want to be?
- What direction will your career go when you continue to think this way?



- **Your situation makes me think about the time... what can you take from my experience?**
- **Once I did something similar... What was useful for you?**
- **Avoid giving advice such as: “I would do this...”**



IV. Encouraging to act

- How are going to go about it?
- What do you think you need to do right now?
- Tell me how you're going to do that.
- How will you know when you have done it?
- Is there anything else you can do?
- On a scale of one to ten, what is the likelihood of your plan succeeding?
- What would it take to make it a ten?
- What obstacles are getting in the way of success?
- What roadblocks do you expect or require planning?
- What resources can help you?
- Is there anything missing?
- What one small step will you take now?
- When are you going to start?
- How will you know you have been successful?
- What support do you need to get that done?
- What will happen (or, what is the cost) of you NOT doing this?
- What do you need from me/others to help you achieve this?
- What are three actions you can take that would make sense this week?
- On a scale of one to ten, how committed/motivated are you to doing it?
- What would it take to make it a ten?



TYP PRZYWÓDZTWA

Typologia poniższa jest pochodną teorii: Kurta Lewina, Maxa Webera, Jamesa Burnsa, Arthura Carmazziego, Petera Drukera, Petera Senge. Który jest Ci najbliższy? Jakie są pozytywne, a jakie negatywne aspekty każdego stylu? Jak możesz je wykorzystać w swojej praktyce?



PRZYWÓDZTWO CHARYZMATYCZNE

- Wzbudza energię i pasję, także w sytuacji gdy brak jest racjonalnych argumentów
- Ma mocne kompetencje językowe
- Ma dobrą znajomość emocji swoich i innych
- Typ atrakcyjnej osobowości (uwodzącej)
- Ważny jest cel, do którego się dąży
- Jasna strona: Martin Luther King
- Ciemna strona: Adolf Hitler



PRZYWÓDZTWO TRANSFORMUJĄCE

- Typowa jest spójność deklaracji i działań
- Ważne jest tworzenie wspólnej wizji, inspirowanie i transparentna komunikacja
- Charakteryzują go: samoświadomość, autentyczność, empatia, skromność
- Ważne są potrzeby innych
- Angażuje się w rozwiązywanie konfliktów



PRZYWÓDZTWO SŁUŻEBNE

- Skupia się przede wszystkim na potrzebach członków zespołu
- Jest wsparciem przy realizacji zadań
- Często stosuje coachingowy styl zarządzania
- Jeśli nie ma autorytetu może być "wykorzystany" przez zespół
- Jest zalecany w zespołach dojrzałych i samodzielnych



PRZYWÓDZTWO TRANSAKCYJNE

- Pozycja lidera opiera się na wysokiej pozycji w organizacji
- Skupiony na realizacji zadań
- Lubi motywacje typu PULL i PUSH (kij i marchewka)
- Typowe jest zarządzanie przez wyjątki (interweniowanie tylko w razie wystąpienia odchyłań)
- „Jeśli nie zrobisz tego na czas, poniesiesz konsekwencje”
- Sprawdza się w przewidywalnym i nieskomplikowanym środowisku



PRZYWÓDZTWO WIZJONERSKIE

- Typ kreatywny
- Łatwo tworzy atrakcyjne wizje przyszłości
- Mówi bardzo obrazowo
- W każdej sytuacji widzi potencjał
- Ważniejsze jest to, co może się stać, niż to co jest (ciemna strona: może zwracać uwagę tylko na to, co nie zostało zrobione i wywoływać poczucie winy, że umyka taka świetlana przyszłość)
- W skrajnym przypadku skupia się tylko na tworzeniu wizji, a egzekucja go nie interesuje (nudzi się, nie wie jak)

Zapraszam do kontaktu

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Zapraszam do księgarni

