

# TOOLS AND COMPETENCES FROM “KOSHER COACHING”

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„EFEKTYWNY ZESPÓŁ”  
POWSTAŁ NA BAZIE  
DOŚWIADCZEŃ  
PARTNEREK  
ZARZĄDZAJĄCYCH:

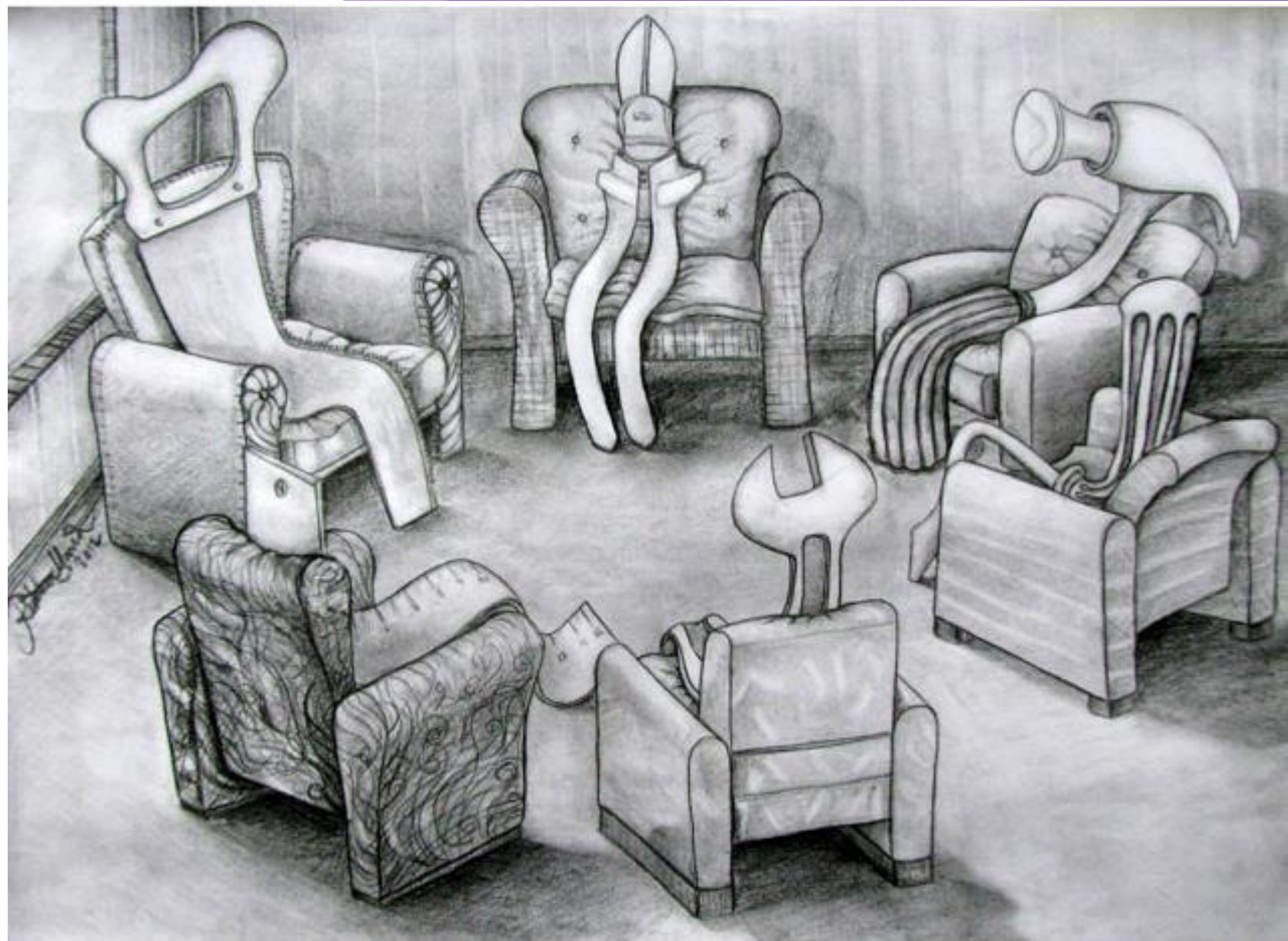
**VALUE+**  
BIELINSKA JAKUBCZYŃSKA



ZAPRASZAMY DO KSIĘGARNI! INGA I ZOFIA

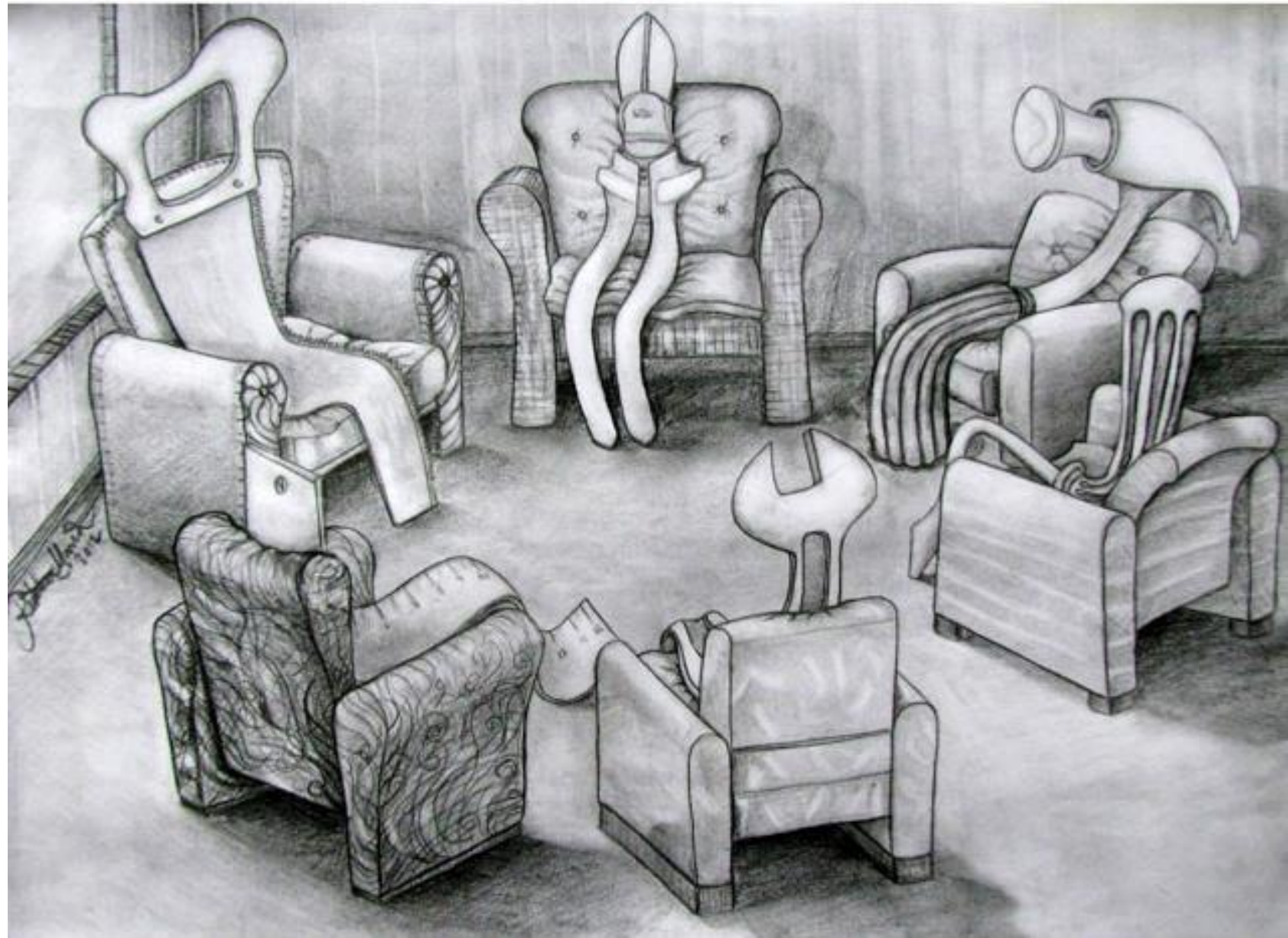


# The ICF coach's best tools!



## 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.**



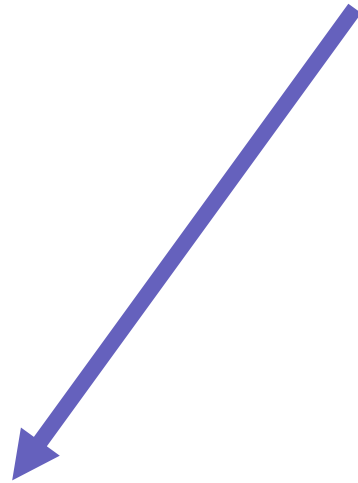
**ICF defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.**

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

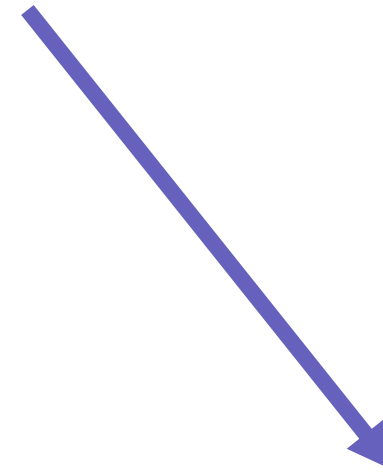


# A COACH SHIFTS A COACHEE

rozwijamy ludzi w organizacjach



**from awareness  
building**

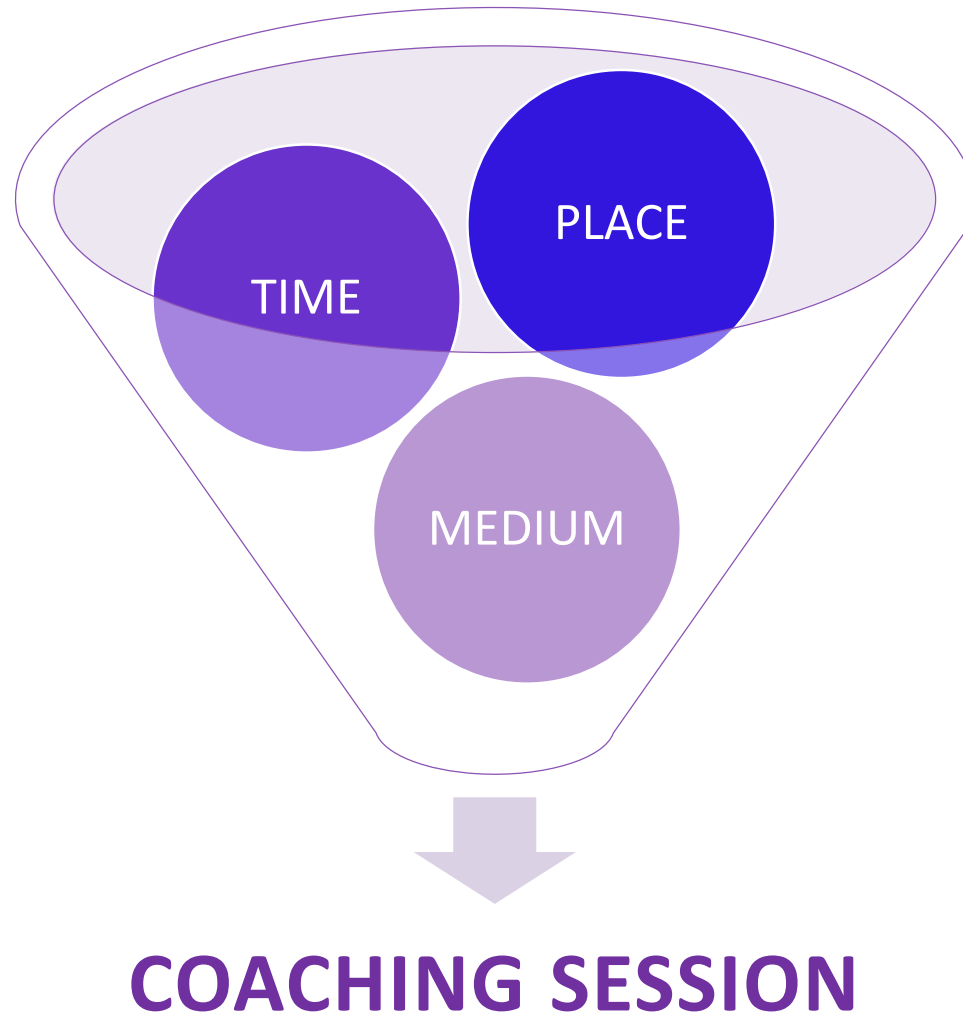


**to responsibility and  
accountability building**

**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.**



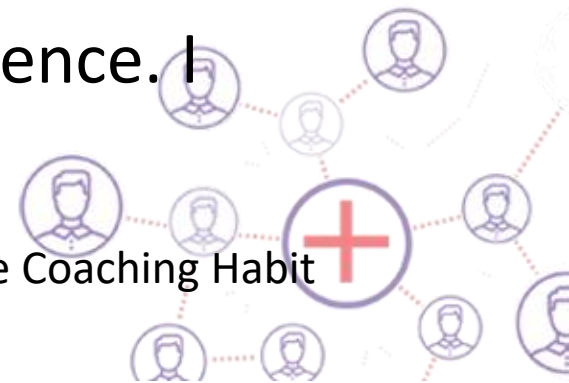
**The core belief:** “My life is so hard; my life is so unfair. ‘Poor me.’”

**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.”

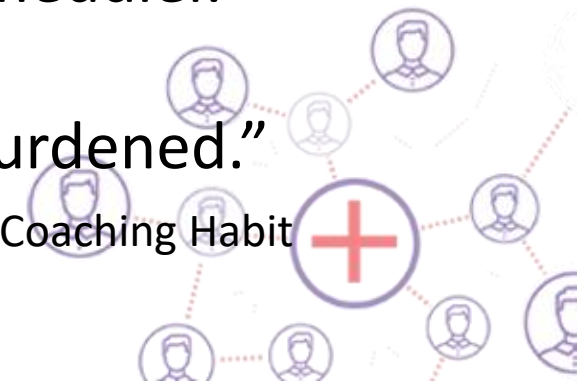
**The dynamic:** “It’s my fault/responsibility (not yours).”

**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

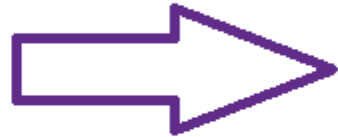
## What does it mean?



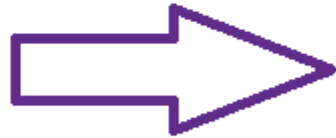
# EMPATHIC LISTENING



**Listening Over (25% of attention)**



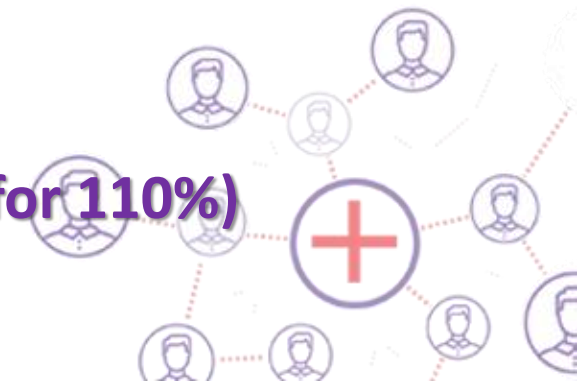
**Listening At (50%-70% of attention)**



**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?



### III. Learning and advising

- **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

rozwijamy ludzi w organizacjach

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Zapraszam do księgarni

