

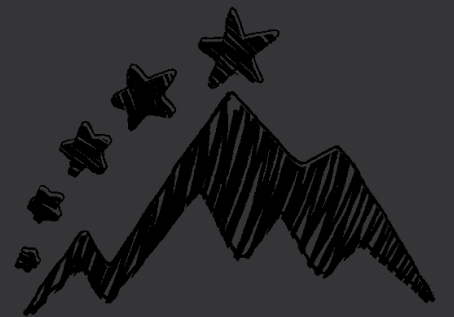
Bringing a Coaching Lens to Your Work

A Context for Development Conversations

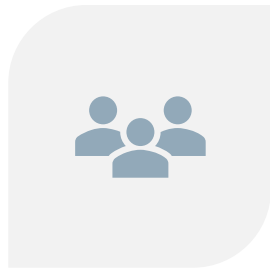
Oregon Public Performance Improvement Association

Lunch and Learn

July 25, 2023



ASCENT Leadership Program



**PROGRAM
MANAGER**



**STRATEGIC
CONSULTANT**



COACH



FACILITATOR

Our Programs

Transformational
Leadership
Program (TLP)

Promise of
Leadership 360
workshops

Arbinger
Institute mindset
workshops

Community
Agreements

Leader to Leader
Series

Transition
Workshops



My Approach & Tools

Leadership Coaching
Model of “Leading from
Behind”

Need both Support and
Challenge

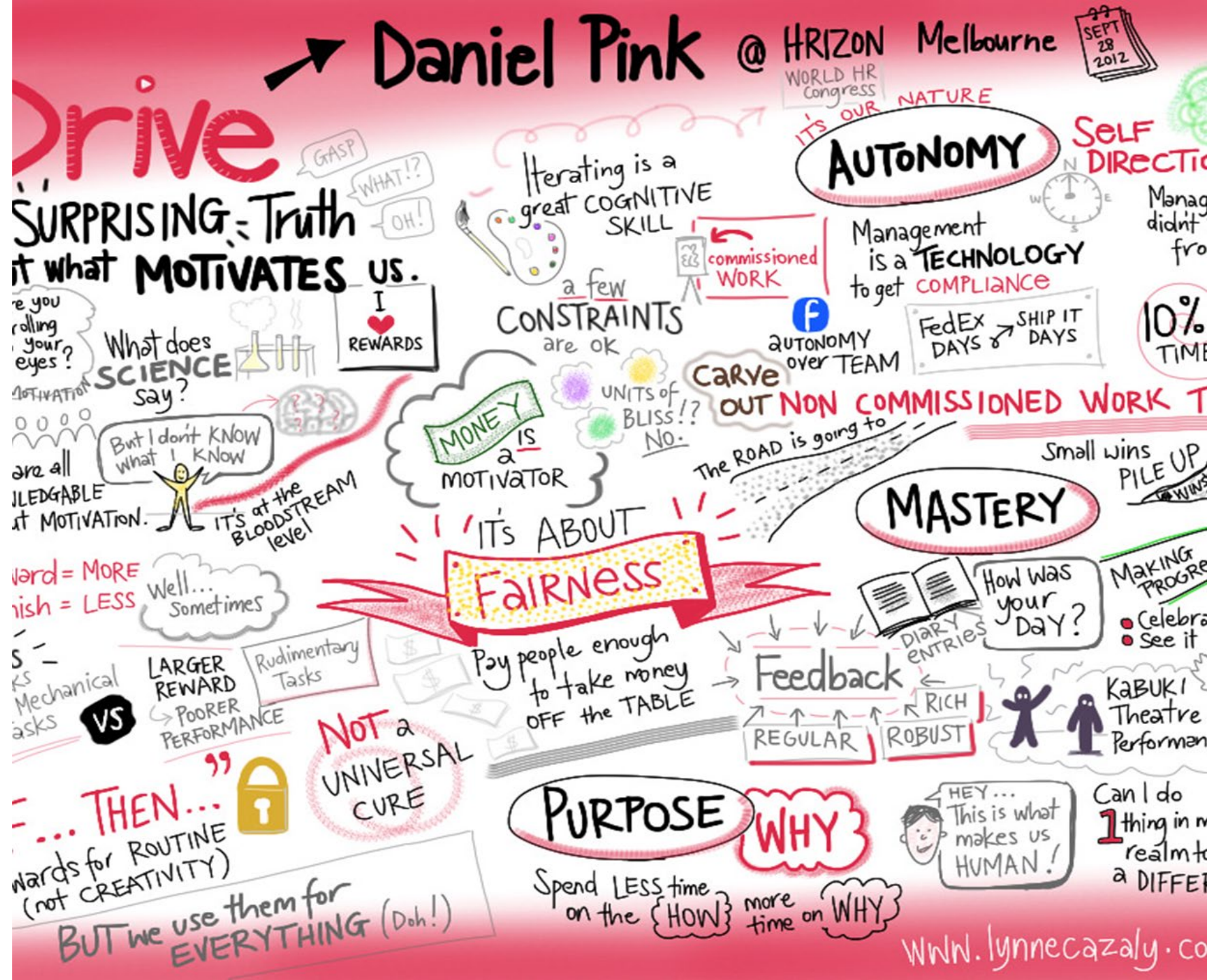
Leadership development
is human development;
who you are is how you
lead, and you can lead
from any chair

Relationship
Intelligence
(an extension of EQ)

Leadership Circle 360
assessments

Arbinger Institute’s
Outward Mindset
content and tools

My Approach continued





V.U.C.A.
World

Volatility

Uncertainty

Complexity

Ambiguity

What Coaching Is and Isn't



Coaching contexts...

“Choice in action”. – Jenny Rogers

Coaching contexts...

“Coaching is facilitating self-directed neuroplasticity”

– Jeffrey Schwartz

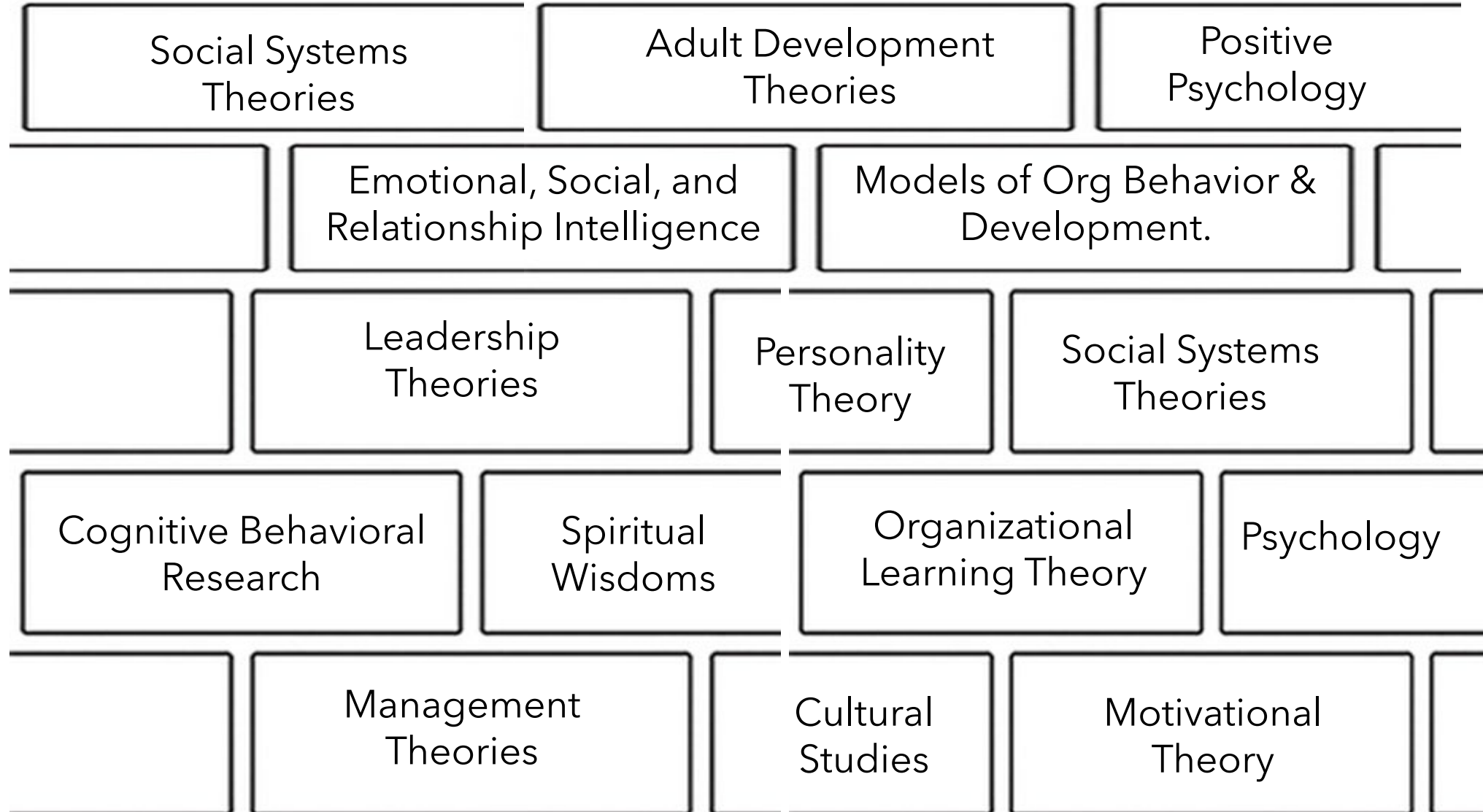
Coaching contexts...

“Coaching is chiefly about discovery, awareness, and choice. It is a way of effectively empowering people to find their own answers, encouraging and supporting them on the path as they continue to make important life-giving and life-changing choices”. – Karen Kimsey-House

Coaching contexts...

“Helping leaders work through challenges so they can transform their learning into results for the organization”. – Mary Beth O’Neill

Theoretical Underpinnings



Benefits of Coaching

- Partnering and developmental stance
- Questioning vs. Directing invites innovative thinking
- Control decreases...Collaboration increases
- No expert required
- Drives real commitment and self-determined action
- Brings focus to outcomes that really matter

What you can do...

1

Take your
curiosity up a
notch

2

Watch your
Questions to
Statements
Ratio

3

Establish
Community
Agreements

Tips on Curiosity

Curious means you don't know *their* answer!

Helped by asking open-ended questions.

What.. and How...?

Avoid “why” questions – it takes the person out of the present.

Haven't? Wouldn't? Did? Doesn't? Shouldn't?

Coaching is not advice giving.

Not *knowing* is liberating – fosters practice, experimenting, and learning

Helpful Coaching Questions

- What is your perspective?
- Before I tell you what I would do, how about your own thoughts on this?
- Any other ways of approaching the situation?
- Have you encountered this problem before? What did you do that worked?
- What will you do?
- When will you do it?
- What could get in your way?
- What support will you need?

Community Agreements

Two key frames:

1. Co-creates a space and atmosphere where team members openly discuss what it is they want for their culture and environment.
2. Shared responsibility – team members ‘stake themselves out’ on the commitments they can be counted on for.

Coaching Books



- Co-Active Coaching – Henry & Karen Kimsey-House
- Completely Revised Handbook of Coaching – Pam McLean
- Coaching Skills – Jenny Rogers
- Presence-Based Coaching – Doug Silsbee
- Learning in Relationship – Ronald Short
- What Got You Here Won't Get You There – Marshall Goldsmith
- Leadership and Self-Deception – Arbinger Institute



Questions?

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