

USNA Chairs' Retreat: 2019 Coaching for Faculty Excellence



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“ While no single conversation is guaranteed to change the trajectory of a career, a company, a relationship or a life –
Any single conversation can”

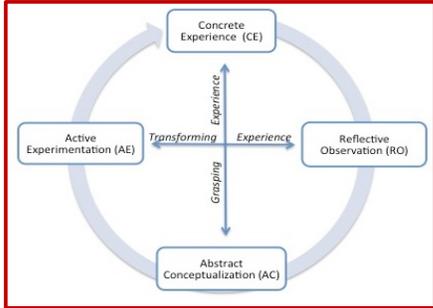
Susan Scott, [Fierce Conversations](#)

What is Leadership Coaching?

- Develop potential in others
- Motivate and inspire
- Create insights that lead to action
- Improve results
- Build organizational capability
- Build a climate of openness and trust



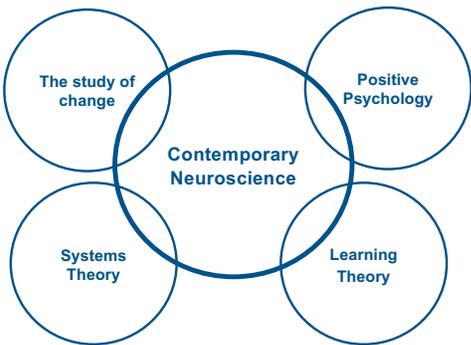
Leadership Coaching follows Kolb's Experiential Learning Cycle



Developmental conversations vary depending on the need

Coach	Mentor
<ul style="list-style-type: none"> • Focused on the coachee's thinking. Moving from insight to action • The coachee has the potential to develop the solution 	<ul style="list-style-type: none"> • Mentoring is giving people advice based on your experience • This can limit the possibilities for growth
Counsel	Tell/Teach
<ul style="list-style-type: none"> • Counseling is usually focused on the past and "why" • Coaching is about moving forward and looks at "how" 	<ul style="list-style-type: none"> • "Tell" is used when the skill and experience is lacking and time is short. • "Teach" is used when you want to develop new repeatable skills

Coaching is grounded in Contemporary Neuroscience



Coaching is a leadership mindset

Inquire	Rewire	Inspire
<ul style="list-style-type: none">• Stay curious – use questions more than answers• Listen openly• Get the facts	<ul style="list-style-type: none">• Help others think about their thinking• Ask questions that provoke insights• Insights leads to action• Launch new habits	<ul style="list-style-type: none">• Invest time in developing others• Support others to find solutions to develop their self-confidence• Reclaim face-to-face conversations

Focus on Listening: Practice

- All envelopes are marked “X” or “O”. Choose one.
- Find a partner with the opposite of your envelope
- Follow the rules in your scripts; do not share the information
- Storyteller will have 5 minutes to tell their story

What does it take to be a Great Listener?

- What are the key indicators of a good listener?

- What are the obstacles to good listening?

Focus on questions that lead to insights

What do you notice about the questions that you ask?

- What questions work well?
- What questions are dead-end?
- What types of questions make **you** think differently?
- What is the impact of a "why" question

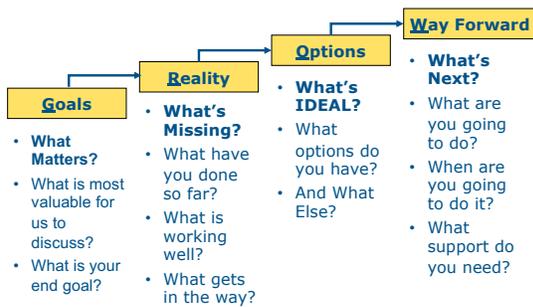


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Focus on "Powerful Questions": Practice

- Each table selects one person who has a challenging problem. This person is also the scribe.
- Scribe states the problem.
- Each person takes a turn asking a "powerful" question. The Scribe writes down each question but does not respond.
- There is no discussion at the table to "solve".
- Go around the table with questions.
- Scribe reviews the questions and chooses the one that actually made him/her think differently or have a new insight

The GROW model is an effective framework for Coaching



Source: "Coaching for Performance," John Whitmore.

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Listen: The most critical skill

WAIT

Why Am I Talking?

The Coaching conversation is always confidential

Practice Coaching

- Find a partner: Take turns playing each role
 - Coach
 - Coachee
- Coach follows the GROW model
- PRACTICE: Listening and questions that lead to insights
- Each coaching practice will be 15 minutes with 5 minutes to give each other feedback.

Group Debrief

- Coachee: What were powerful questions? What did you notice about the Coach's listening skills? What worked well? What was most difficult?
- Coach: What worked well? What was most difficult?
- Journal: What is your first next step to use Coaching as a leadership tool?

- QUESTIONS?
