

Becoming a Great Coach

Contra Costa County Leadership Academy Coaches' Orientation

February 1, 2021

Self-Introductions



- Give your name, organization & position
- New or returning coach
- Share “what I want out of the coaching experience”

Today's Agenda



1. Self-introductions
2. Academy Overview
3. Goals of coaching element to Academy
4. Responsibilities
5. Minimum of four sessions
6. Sequence of steps in conducting a development conversation
7. Tips for coaches
8. Resources
9. Questions & Answers

Leadership Academy Goals

- Support the development of talented managers in local gov't organizations
- Enhance the leadership skills of the participants
- Assist the local gov'ts in succession planning efforts



Leadership Academy

Three key elements this year:

1. In-class curriculum
2. Self-assessments
3. One-to-one coaching





- Reconnection and Refresh of material covered Jan & Feb 2020 (1/14/21)
- Leading in uncertain times & Resiliency (2/1/21)
- Emotional Intelligence (3/11/21)
- Values & Diversity Uncovered (4/8/21)
- Leadership strengths & Trust (5/13/21)
- Talent development & Coaching (6/10/21)
- Political astuteness & Vulnerability & Graduation (7/8/21)

Curriculum Topics

Coaching Element to Academy

- Each participant is paired with coach
- Coach is not in chain of command
- Discussions with coach are confidential
- Four coaching conversations
- Coaches Corner section now on CCLA website



Goals of Coaching Element



- Enrich overall Academy experience of participants
- Provide confidential career development advice and other support for each of the Academy participants
- Enhance the organizational and professional network of the participants
- Renew & refresh senior managers/coaches

Roles & Responsibilities

- Goal: accelerating everyone's development
- Responsibilities
 - Agency
 - Coach
 - Employee



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Coaching Conversations

1. Informational interview – by 3/11/21
2. Initial development conversation - by 4/8/21
3. Follow-up development conversation – by 6/10/21
4. Post-graduation conversation – by 7/29/21

Participant leads first conversation, you lead the rest of the conversations

Development Conversation

A development conversation is an informal discussion with an employee, colleague, coach or friend that provides an opportunity for the coach to...

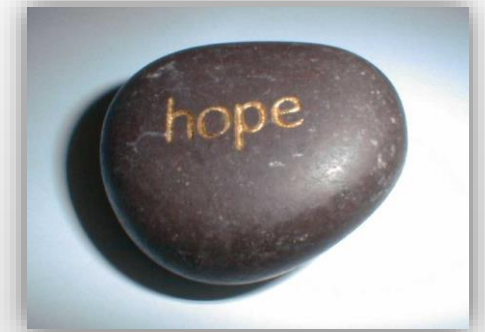
- Explore the coachee's hopes & dreams
- Provide feedback
- Identify support & resources



The Coaching Model*

1. Ask “What are your hopes?”

- Focus on hopes & dreams, not challenges or problems
- Probe what truly interests the person & most importantly why



*Developed by Don Maruska, Former Director, ICMA Coaching Program

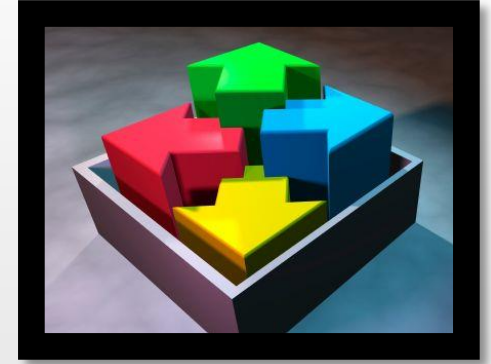
The Coaching Model

2. Uncover the real issues

the **real**
issues...

- What stands between the person and where he or she wants to be?
- What issues or obstacles need attention?
- Actively listen and paraphrase what you hear to help the person identify key issues

The Coaching Model



3. Explore options

- What choices does the person see?
- What other options can you ask the person about?
- Choices encourage & empower people

The Coaching Model

4. Share stories or experiences

- Stories are the most powerful way to communicate
- “May I share a story or experience?”
- “Who do you know who has fulfilled a similar dream?”



The Coaching Model

5. Hold a big vision for the other person

- People sometimes hold themselves back, so you can serve as a catalyst
- Ask “What would be a big leap to get there or achieve your hope?”



The Coaching Model



6. Invite action

- “I’d like to invite you to consider _____ (whatever action seems appropriate that they have identified)”
- You’re not telling the person what to do but you’re giving them something to which they can react
- Leave the choice to them

The Coaching Model



7. Build a “dream team”

- Ask “Who can help you realize your dream?”
- Ask “Who else might be willing to help that you may not have thought about?”
- Ask “How do you feel about approaching _____ (whomever you know that you think the coachee would benefit from talking with)?”

The Coaching Model

8. Anticipate success

- Ask “By when would you like to ‘declare victory’ and achieve your dream?”





Tips

Tips on Becoming a Great Coach

- Make time & focus on the coachee
- Create “safe” environment for learning & growth
 - Listen in a non-judgmental way
 - Suggest challenging “stretch” assignments
 - Serve as accessible resource & sounding board
- Treat mistakes as learning opportunities
- Provide candid & helpful feedback
- Recognize & reward successes



Tips



Tips on Becoming a Great Coach

- Tell personal stories
- Share your own career journey, including high points, low points, turning points
- Ask questions, not provide answers
- Make connections & introductions
- Hold coachee accountable
- Push protégé onward when it's time

Resources



- Handout - *“Becoming a Great Coach”*
- Article - Tania Luna & Jordan Cohen, *“How To Mentor Someone Who Doesn’t Know What Their Career Goals Should Be”*
- CCLA Handout - *“The Four Coaching Conversations”*
- CCLA Handout – *“Coach Responsibilities”*
- 549 Powerful Coaching Questions.
www.thecoachingtoolscompany.com
- Coaches corner on the CCLA website

Resources

- ICMA Coaching Program
www.icma.org/coaching
- Webinars
- One-to-one coaching
 - Go to “CoachConnect”
 - New training videos
- Career Compass advice columns



Questions or comments



Thank you for today



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