



# Welcome!

## Coaching for Greater Effectiveness

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## Notre Dame's Core Values

- Accountability
- Integrity
- Leadership in Excellence
- Leadership in Mission
- Teamwork

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## The Courage to Coach



Meaningful relationships and high performing teams have something in common. Both are built on trust and candor.

At Notre Dame, we will continue to learn how courageous conversations are not just effective, but also compassionate. Being candid isn't just a tool to challenge, but also a way to support. An environment where all coach and all are coached is Notre Dame at its best.



### Video



- Why this?
- Why now?
- Why me?



## You will leave prepared to...

- Listen to understand
- Ask powerful questions
- Challenge and support with feedback
- End with next steps and accountability

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## 4-Core to RACSR Model



- Listen for understanding
- Ask powerful questions
- Challenge with support and feedback
- End with next steps and accountability

**Job Aid (pg 04)**

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## What's In It for You?

- Learn and grow faster
- Help your career
- Manage weaknesses and leverage strengths
- Become more effective
- Avoid repeated mistakes
- Communicates your respect for one another

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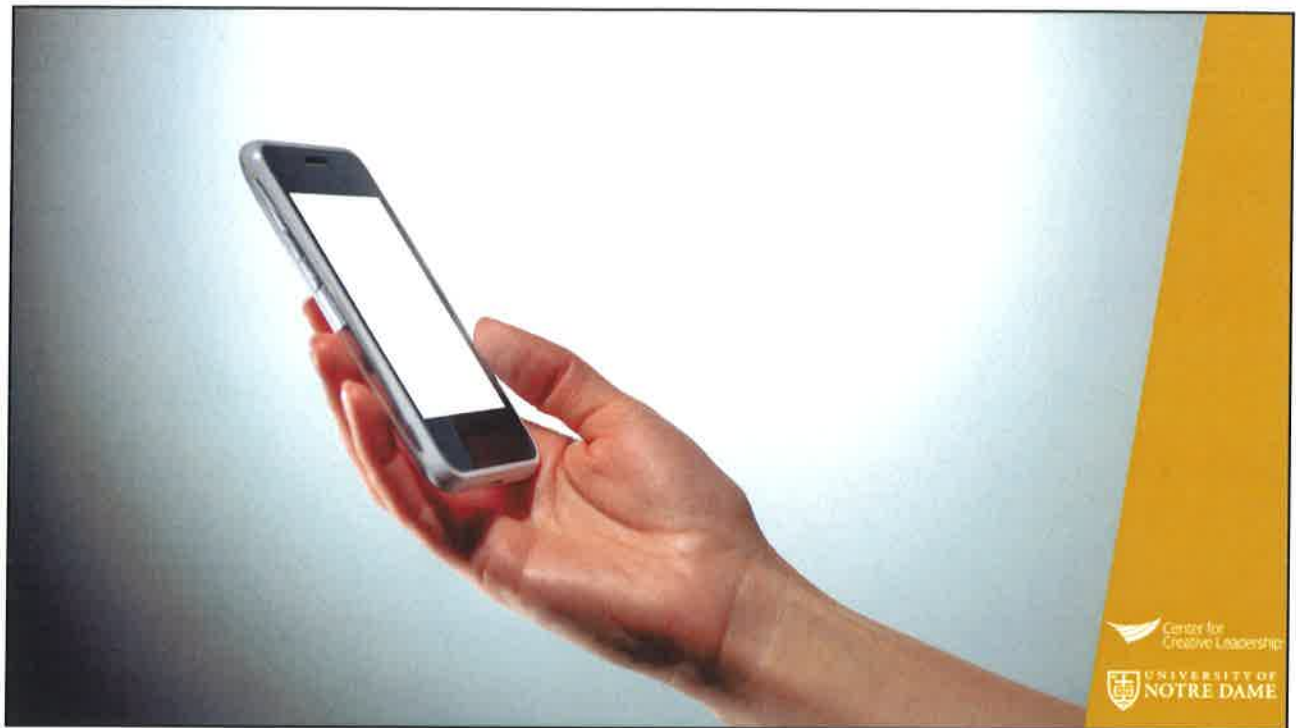


## Roles

- Lead Facilitators
- Table Coaches
- Your Role

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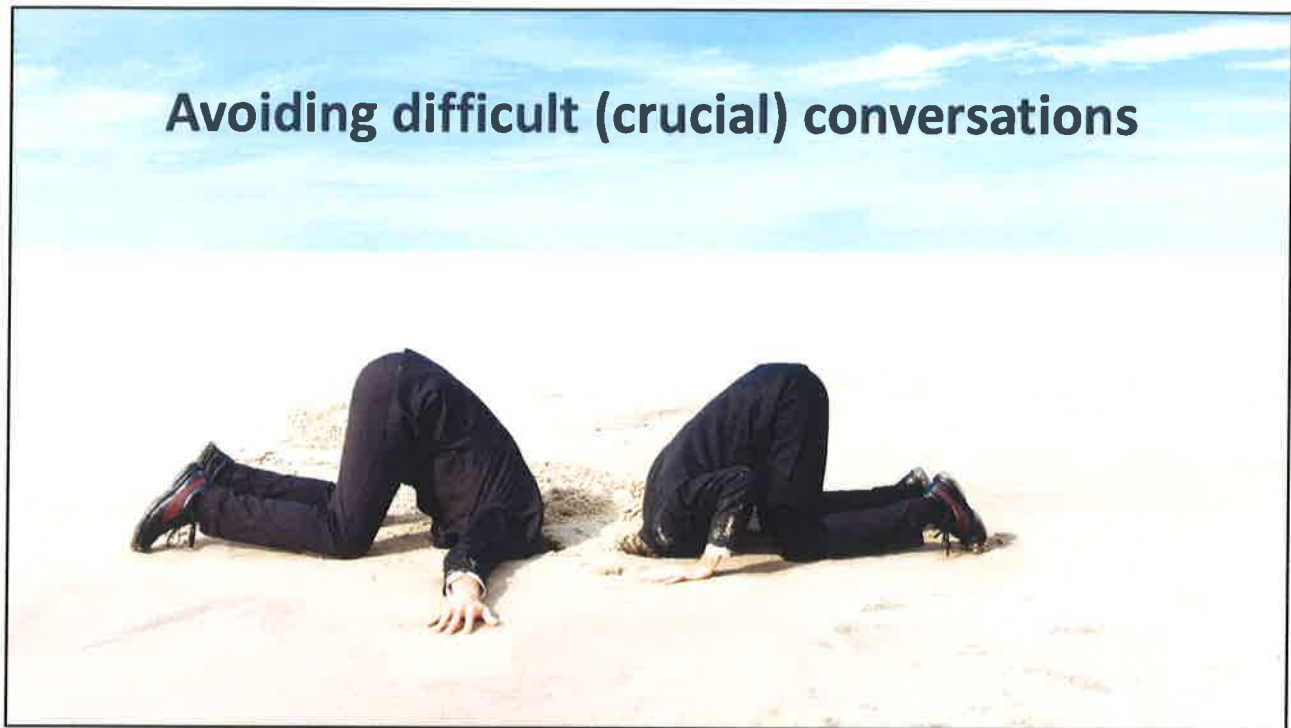




## Having Coaching for Greater Effectiveness will:

- Keep a **relentless focus** on developing your self and each other
- **Fuel engagement and foster development**
- **Underscore accountability and respect** for individuals
- Create a **foundational culture of honest feedback** and continual coaching





## Personal Introductions

1. Pair up with someone not at your table
2. Share the two-minute version of your life story
3. Highlight a change in course that you didn't expect and what you learned from the experience

## Misconceptions about Feedback and Coaching

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## Your Current Style?

- When you think about how you approach **giving feedback or coaching**, what comes to mind?
- **SILENTLY** select an image and return to your seat.

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## Table Discussion

1. Introduce yourself.
2. Describe what you see in your picture.
3. Describe why you chose the picture and what it says about your approach to feedback and coaching.
4. Share about what you want to get out of today.

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# BREAK

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## What are the differences between...

- Feedback
- Advice
- Coaching



## Better Conversations

### Coaching

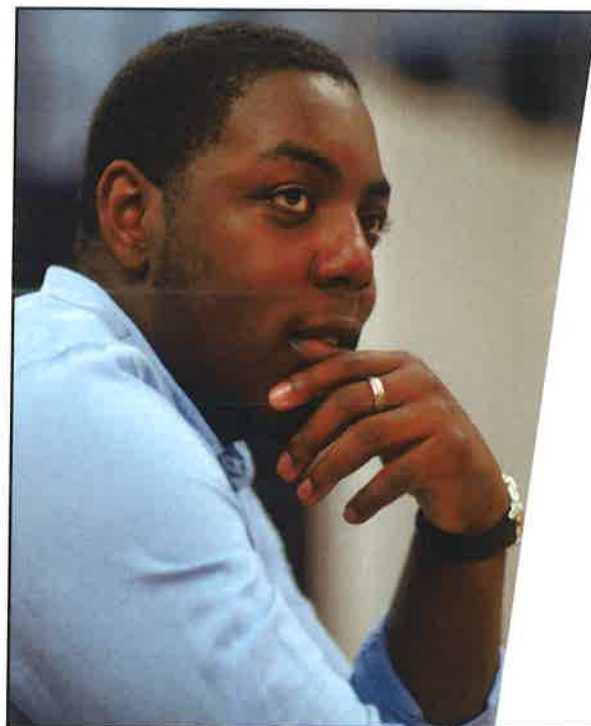
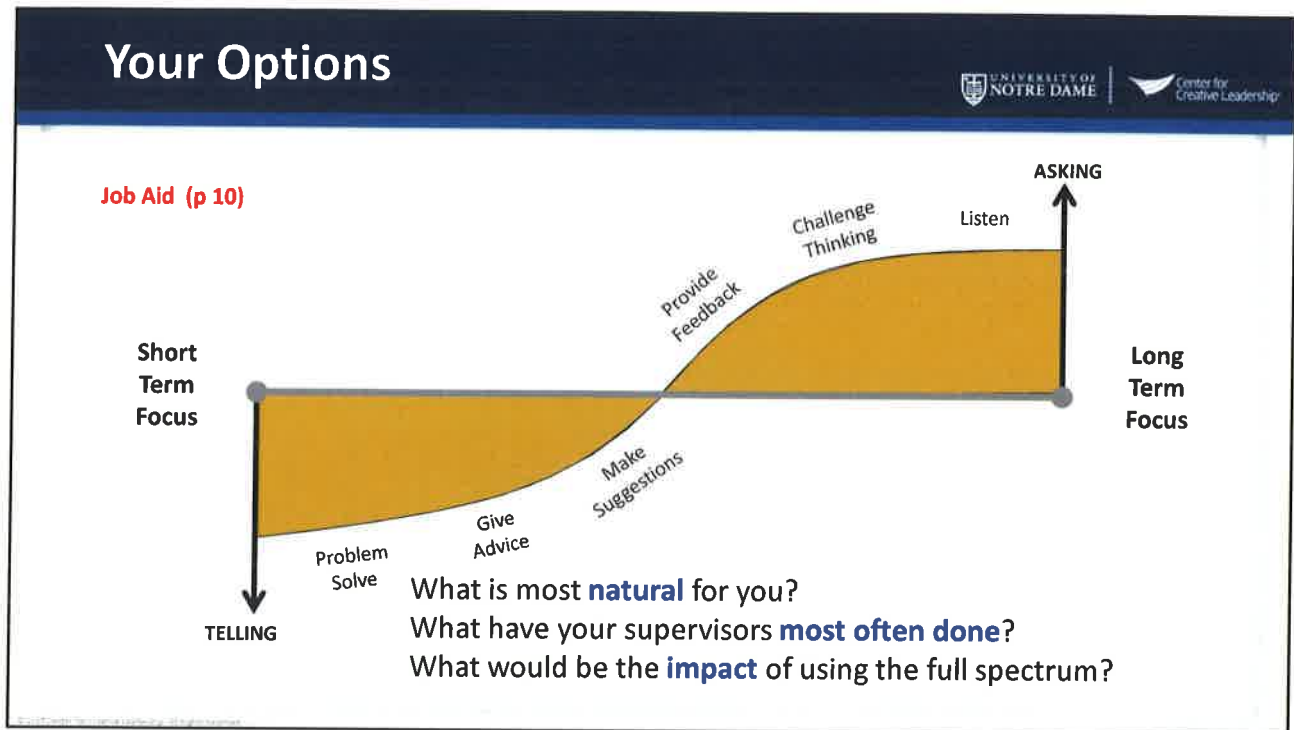
- *Partnering with someone else formally or informally, in thought-provoking and inquiry-based conversations intended to produce positive personal and professional changes.*

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### Providing Feedback

- *Giving information about a person's performance of a task and/or the impact they create.*

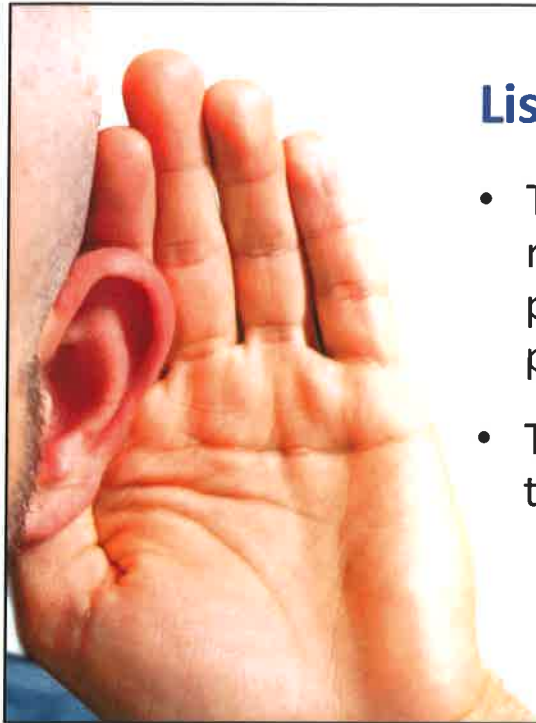
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## Listen to Understand

- Ask powerful questions
- Challenge and support with feedback
- End with next steps and accountability

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## Listening Activity

- Take a minute to silently reflect about something personal that you feel a lot of passion about.
- This will only be shared at your table.

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## Listening Activity

- Speaker (Card A) will talk about something about which you have strong feelings (a hobby, interest, or cause)
- Listeners B, C and D listen for designated specifics (don't reveal)
- After 90 seconds, listeners share back what they heard
- Rotate so everyone has speaker role
- Quick debrief after each round using questions on next slide

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## Listening Exercise Debrief (Table Group)

- How **did it feel to be heard** from different perspectives?
- What perspective was **easier or more difficult** to listen from?
- What **gets in the way** of good listening?

## Listening Exercise Debrief (Large Group)

Why is **listening** so important?

- Checks assumptions (story-making)
- Helps you understand
- Builds trust
- Demonstrates you have their best interest at heart

## Listening Tips



- Adopt a growth mindset
- Be conscious of your body language
- LISTEN - SILENT
- Allow wait time before responding  
W.A.I.T. W.A.I.S.T.
- Request clarification
- Paraphrase
- Reflect feelings
- Summarize




## To Go Beyond Listening

- Listen to understand
- **Ask powerful questions**
- Challenge and support with feedback
- End with clear next steps and accountability



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## Asking Powerful Questions

- Opens up thinking
- Takes the conversation **deeper**
- Moves the conversation toward **action**

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## Powerful Questions Are:

1. Open vs closed (yes/no)
2. Not leading
3. Short and simple
4. Not intended to solve the problem

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## Possible Questions to Ask

- What problem/challenge are you trying to solve?
- What is your goal?
- How can I be helpful? (friend, coach, listen?)
- What would success look like?
- What part of this can you impact?
- What is most important for you?
- What is holding you back?

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## HOW: Asking Powerful Open Ended Questions



**Leading Questions** box people in and influence the answer *"Do you have problems with your boss?"*



**Closed Questions** can be answered with one word answers and don't draw people out. Often start with ***where, what, do***



**Open Ended Questions** often start with ***tell me about, or how*** and require thought to respond

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## 5 Words or Less

- What else?
- Tell me more
- What do you mean?
- What are you hoping for?

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## Think of something you genuinely need help with It could be...

- A difficult situation you are facing with a direct report, boss, peer, or client.
- A challenge connected to your role in ND.
- A situation where you are trying to be better or help someone else get better.
- Where next steps aren't clear.

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**BREAK**

Identify a real challenge you are willing to be coached on.

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**Things to Remember**

- **Ask questions** rather than give advice.
- Remember, **a problem well defined is a problem half solved.** Don't let focusing on your next question block listening.
- Pause. **Stop talking.**

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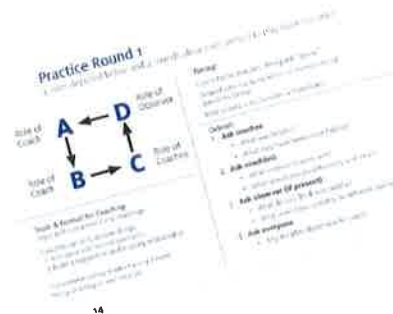


## Practice Round 1

### Goal:

To practice listening to understand and asking powerful questions.

- Use a real situation and present the situation succinctly 1-2 minutes.
- Each person will ask a few questions ("multi-headed" coach).
- Best questions cause the person to pause.
- End with clarity regarding what is the problem to be addressed



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# LUNCH

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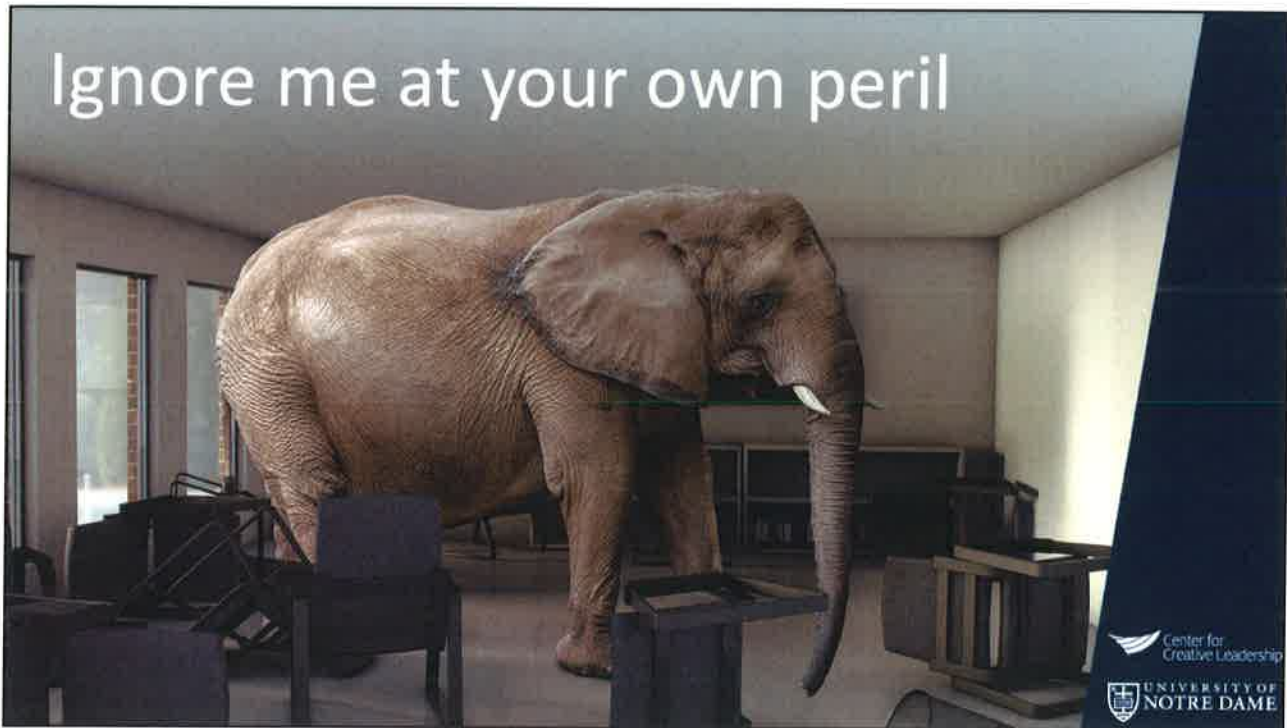


- Listen to understand
- Ask powerful questions
- **Challenge and support with feedback**
- End with clear next steps and accountability

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Ignore me at your own peril





## Feedback

Why do we often **avoid** feedback?

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## Situation-Behavior-Impact-Intent



**S**

### SITUATION

- Describe the specific time, place and circumstances where behavior occurred.

**B**

### BEHAVIOR

- Describe the observable behavior as you saw it.
  - Stick to behaviors (e.g., what a videotape would capture).
  - Avoid judgment (e.g., you weren't listening to me.)

**I**

### IMPACT

- Describe what you thought or felt in response to the behavior.
- Describe your perception of how others reacted to the behavior.

**I**

### INTENT

- Inquire about the intention behind the behavior.
- If there is no alignment between the intent and the impact, ask what might happen differently next time to have the desired impact.

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## Impact Words

### Words with Positive Impact

Agreeable			
Alert			
Amiable			
Appreciated	Determined	Happy	Powerful
Bold	Eager	Helpful	Proud
Calm	Ecstatic	Honored	Refreshed
Capable	Energized	Hopeful	Relaxed
Caring	Engaged	Important	Relieved
Challenged	Enjoyed	Impressed	Satisfied
Clever	Enthused	Inspired	Settled
Comforted	Excited	Intrigued	
Confident	Friendly	Jovial	
Congenial	Fulfilled	Joyful	
Content	Generous	Kind	
Delighted	Gratified	Liked	

### Words with Negative Impact

Afraid	Envious	Lonely	Suspicious
Agitated	Exasperated	Nervous	Tense
Ambivalent	Exhausted	Odd	Threatened
Angry	Flustered	Overwhelmed	Tired
Anxious	Foolish	Panicked	Trapped
Bitter	Frantic	Persecuted	Troubled
Bored	Frustrated	Pressured	Uneasy
Confused	Grief	Quarrelsome	Uncertain
Concerned	Guilty	Rejected	Vulnerable
Different	Irritated	Remorse	Weak
Diminished	Isolated	Restless	Worried
Discontented	Jealous	Rushed	
Distracted	Judged	Skeptical	
Disturbed	Left Out	Stressed	

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## INTENT and IMPACT



Others judge  
us on our  
impact.

We judge  
ourselves on  
intent.



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## Interesting note on impact

- 55%** Body language, including eye contact
- 38%** Tone of voice, how the message is delivered
- 7%** What is actually said

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## Two Ways to Use SBII

Challenge and Support



1:4

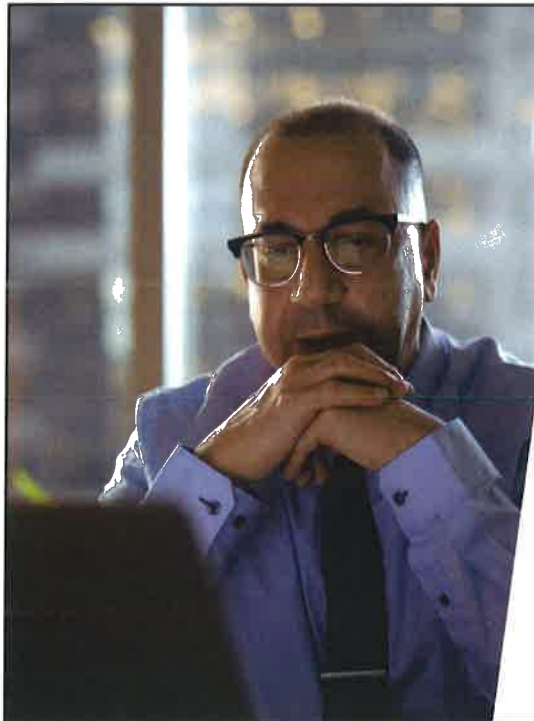






## Beyond feedback, how can you **challenge** and support?

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## Questions for Challenge

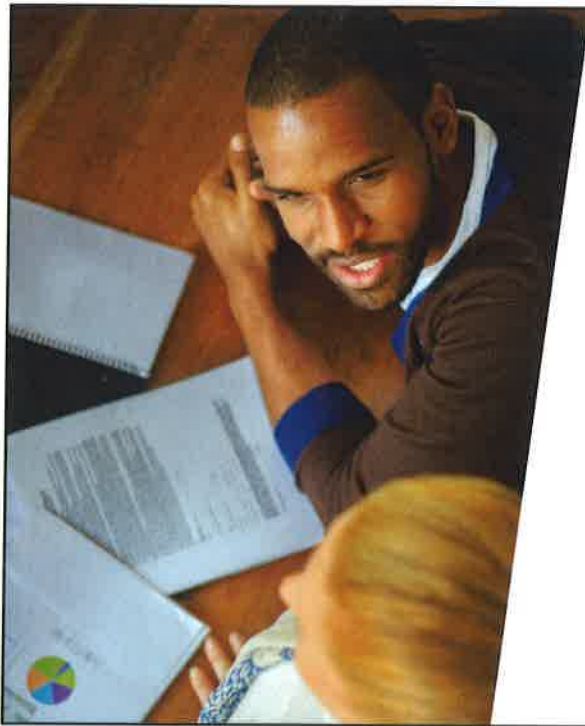
- What is **getting in your way**?
- How can you look at the situation **differently**?
- What is the cost of **not** making a change?
- You say you can't do that, but what would it look like if you **could**?
- What is the next right step for **you**?

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## Questions for Support

- How can I **best support** you?
- Who **else** can help you?
- What **resources** do you need?
- Can I **summarize** to make sure I understand?
- What might **get in your way**?
- What's the **first step** to making that a reality?

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## Practice Round 2

Practice **challenge and support** by asking powerful questions, using SBII and helping identify next steps.

## Debrief Round 2

- What worked?
- Key learning?
- How many of you feel like you have clear next steps?
- How do we strengthen the end of your conversation?

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- Listen to understand
- Ask powerful questions
- Challenge and support with feedback
- **End with next steps & accountability**

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## Powerful Coaching Questions

- **Scaling** – On a scale from 1 to 5, where are you on this one?
- **Miracle** – If the situation were magically better, what would it look like?
- **Relationship** – How would (someone else you consider good at this) handle this same situation?

### 5 Words or Less

- What else?
- Tell me more
- What do you mean?
- What are you hoping for?
- How can I support you?

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## Preparing for Tomorrow

- Practice SBII sometime between now and tomorrow morning. (We'll want to hear from you in the morning.)
- Please provide us feedback on the **exit slips** to help us ensure clarity as we move forward.
  - I feel.....
  - What was most helpful today?
  - What was least helpful today?
  - What remaining question do you have?

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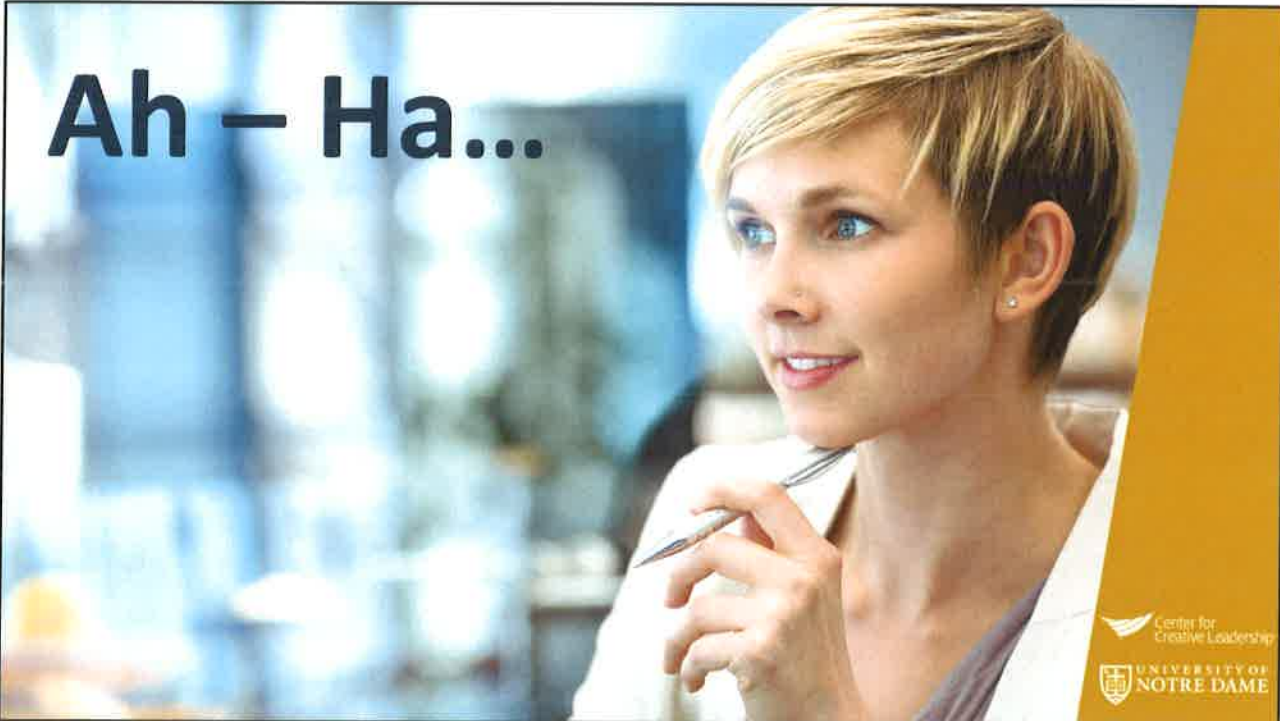
# Welcome Back...

## Day Two


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# Ah – Ha...

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## REFLECTION...

- Take **5 minutes** to think about the topic you have been coached on in the last 2 rounds.
- Identify and write down your 1 next step.
- Then share your next step with a partner and consider asking for accountability.

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## Creating Accountability

% Chance you will follow through on a goal

Setting a goal	<b>6-8%</b>
Setting a goal and writing it down	<b>25-30%</b>
Setting a goal and writing it down and sharing it with others	<b>55-60%</b>
Setting a goal, writing it down, sharing it with others, & having an accountability partner	<b>85+%</b>

\* Adapted from *Goal Setting: A Motivational Technique That Works*. Edwin A. Locke and Gary Latham, Prentice-Hall, 1994. ©2017 Center for Creative Leadership. All Rights Reserved.





## Questions that Lead to Next Steps & Accountability

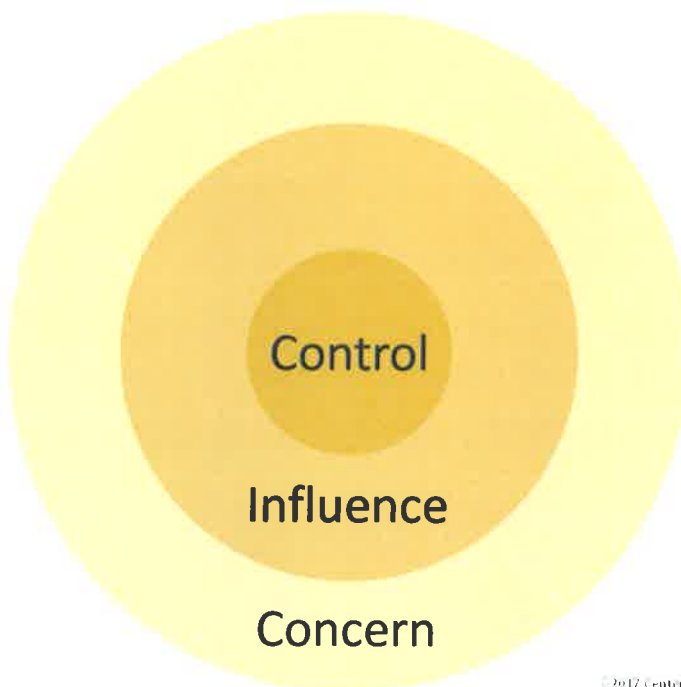
- What will you have to **give up**? What will you **gain**?
- What will you begin to do **differently**? Why?
- What will that **look like**?
- How will you know you've been **successful**?
- What **specifically** will be **different**?
- **When** will you take the first step?
- What **impact** would this change have on **you**? Your **team**?

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## Fine Tune Your Focus



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## Putting it all together ...

- Listen to understand
- Ask powerful questions
- Challenge and support with feedback
- End with next steps and accountability

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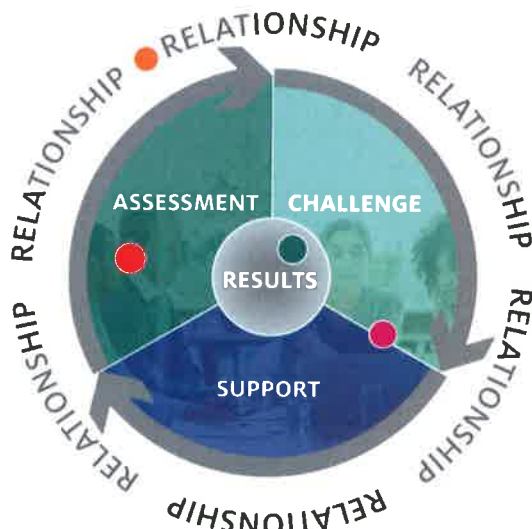


## Putting it all together ...

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## 4-Core to RACSR Model



- Listen for understanding
- Ask powerful questions
- Challenge with support and feedback
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### Coaching Effectiveness

How did you do in this practice round? Use the 1-5 scale below to indicate your answer.



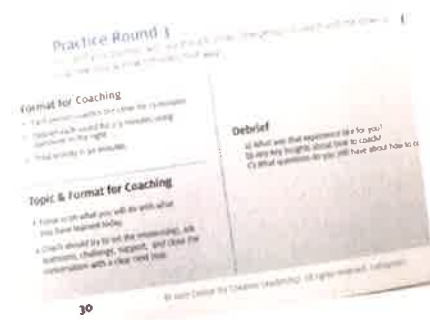
How did you do?	How did you do?
<b>Listened to Understand</b> <ul style="list-style-type: none"> <li>Listened from different perspectives (for values, feelings and facts)</li> <li>Listened without trying to <i>solve the problem</i></li> <li>Restated and summarized to indicate and confirm understanding</li> </ul>	
<b>Asked Powerful Questions</b> <ul style="list-style-type: none"> <li>Asked open-ended questions</li> <li>Asked more about the person and less about the problem</li> <li>Kept questions short and simple</li> </ul>	
<b>Challenged and Supported with Feedback</b> <ul style="list-style-type: none"> <li>Used SBI (both for positive and developmental feedback)</li> <li>Courageously and appropriately challenged</li> <li>Sincerely provided support</li> </ul>	
<b>Ended with Next Steps and Accountability</b> <ul style="list-style-type: none"> <li>Asked for clear, measurable next steps</li> <li>Ensured a plan is in place that includes accountability</li> <li>Asked questions that checked for commitment to follow-through</li> </ul>	

Job-Aid  
(p 26)



## Practice Round 3: The Core 4 - Start to Finish

- New topic is what you will do based on today's learning
- 1:1 Coaching
- Coach for 6-7 min., debrief 1-2 min, then switch roles
- Be prepared to self-evaluate your use of the Core 4



### Debrief Coaching:

- What was that experience like for you?
- Any key insights or questions about coaching?

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## Now What?

1. **Give & receive feedback**  
To create a culture of feedback & coaching, you need to...
  - a) ...ask for feedback & coaching
  - b) ...be able to deliver feedback & coaching effectively
  - c) ...be able to respond to feedback & coaching appropriately
2. **Schedule Accountability Meetings**
3. **Evaluations**

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**BREAK**

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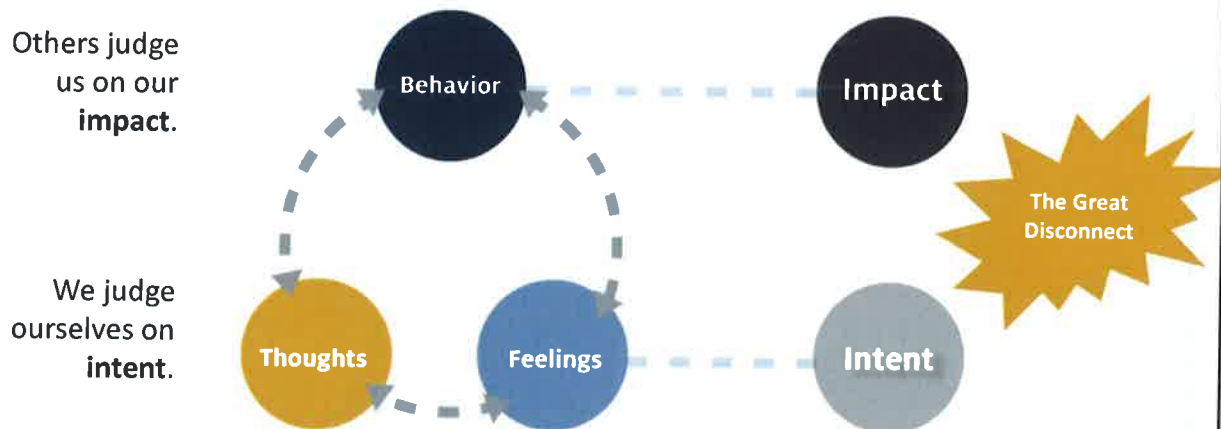


## Yourself as a Coach in the Future

- **SILENTLY** select an image and return to your seat.
- **At your table** share your plans to be a coaching ambassador

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## Your Impact on ND and Beyond...



## Our Journey From → To

So what are we really trying to change as an organization?

Coming From (old behaviors)	Moving Towards (new behaviors)
Mostly telling	Listening and asking
Problem solving and advice giving	Challenging and supporting with questions and feedback so people come up with more of their own solutions
Talking to others about someone's performance	Giving feedback directly to the person, out of respect
Command and control style of leadership	Empowering people and holding them accountable

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## The Courage to Coach



Meaningful relationships and high performing teams have something in common. Both are built on trust and candor.

At Notre Dame, we will continue to learn how courageous conversations are not just effective, but also compassionate. Being candid isn't just a tool to challenge, but also a way to support. An environment where all coach and all are coached is Notre Dame at its best.

# I commit to...

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