

Mastering the One on One: A Coach Approach to Leadership

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Today's Goal

1. Consider using a coach approach in your one-on-ones and what that could look like.
1. Add something to your leadership toolbox to help create a highly engaged team.

Overview

- Introduce myself
- Introduction to coaching
- Talk a little about the brain
- Insights - AHA moments
- Powerful questions
- Introduce CREATE model
- Live Demo
- Takeaways



Confidentiality

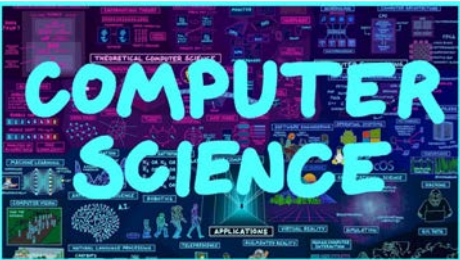
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About Me



NeuroLeadership
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VANCOUVER ISLAND
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**Brain-Based
Coaching**



**Certificate
in the Foundations
of NeuroLeadership**



Royal Roads
UNIVERSITY

Graduate Certificate
Executive Coaching

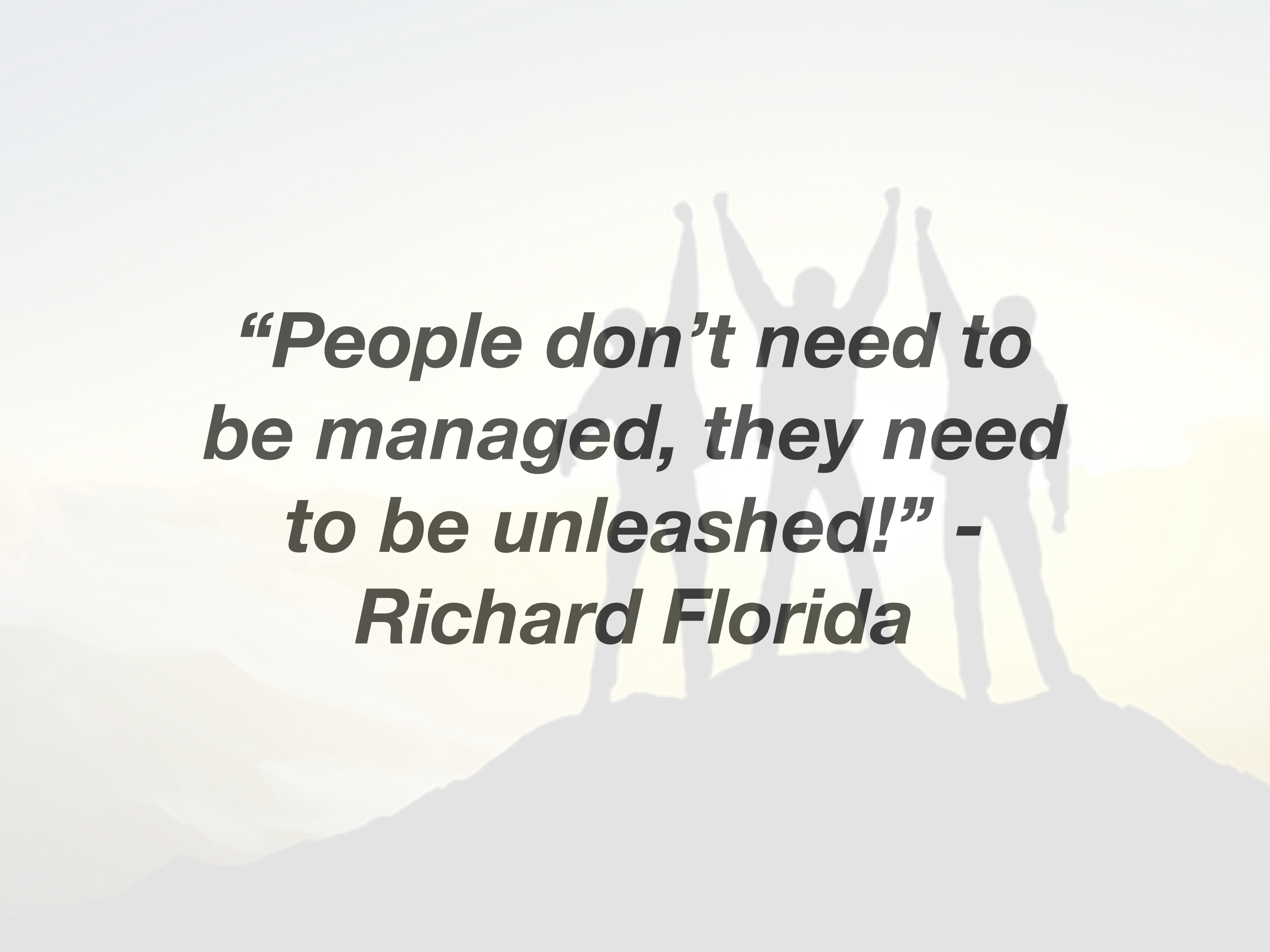
**Brain Based
Conversation
Skills**



Results
Coaching System



NeuroLeadership
INSTITUTE

The background of the image features a soft, warm-toned sky with a gradient from light yellow to pale blue. In the foreground, the dark, silhouetted peaks of a mountain range are visible. Three human figures are standing on the highest peak, their arms raised in a gesture of triumph or celebration. The text is overlaid on this background, centered horizontally.

***“People don’t need to
be managed, they need
to be unleashed!” -
Richard Florida***

Poll

1. How many people have been to my leadership presentation?
2. How many of you have regularly scheduled one-on-ones with direct reports? (more than once a month)
3. How many people feel your current one-on-ones are an impactful use of time?



Share an experience you have
had in a one on one and the
impact it had on you?

What is Executive Coaching? (The Coach Approach)

- Process to help measurably improve their performance and personal effectiveness. (ICF)
- Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.(ICF)

Executive Coaching is.....

- *Self Directed “Coaching is about having you come up with your own answers” , (NLI*, 2015)*
- *Solution-focused “In this process we focus more on solutions than problems”, (NLI*, 2015)*
- *Positive Feedback “We will focus on your learning strengths, and growth”, (NLI*, 2015)*

Executive Coaching is NOT....

- **Consulting.** Executive coaches do not provide answers but rather facilitate the coachee in finding their own answers.
- **Directed Coaching.** Executive coaches facilitate the process, but do not supply the answers.
- **Mentoring:** Executive coaching is not passing on of knowledge, experiences, and skills
- **Therapy/Counselling**
- **Training:** Training is directive. In coaching, the client does most of the talking.

Benefits

- **Executive Coaching - Overall Benefits**
 - Empowers individuals and encourages them to take responsibility
 - Increased employee and staff engagement
 - Improves individual performance
- **Executive Coaching - Personal Benefits**
 - 80% of people who receive coaching report increased self confidence (ICF,2009)
 - 70% of people who receive coaching report improved work performance, relationships, and more effective communication skills (ICF,2009)
- **Executive Coaching - Organizational Benefits**
 - Improved Organizational effectiveness including communication and team work
 - Helps identify both organizational and individual strengths and development opportunities
 - Improved staff aligned with organizational mission and vision
 - Improved clarity of decision making process
- **Executive Coaching - Return on Investment**
 - 86% of companies report that recouped their investment on coaching (ICF,2009)
 - Mean Return on investment was 7 times the initial investment with 25% of coaching clients reporting 10-49 times the cost (PriceWaterhouseCoopers)

So what.....

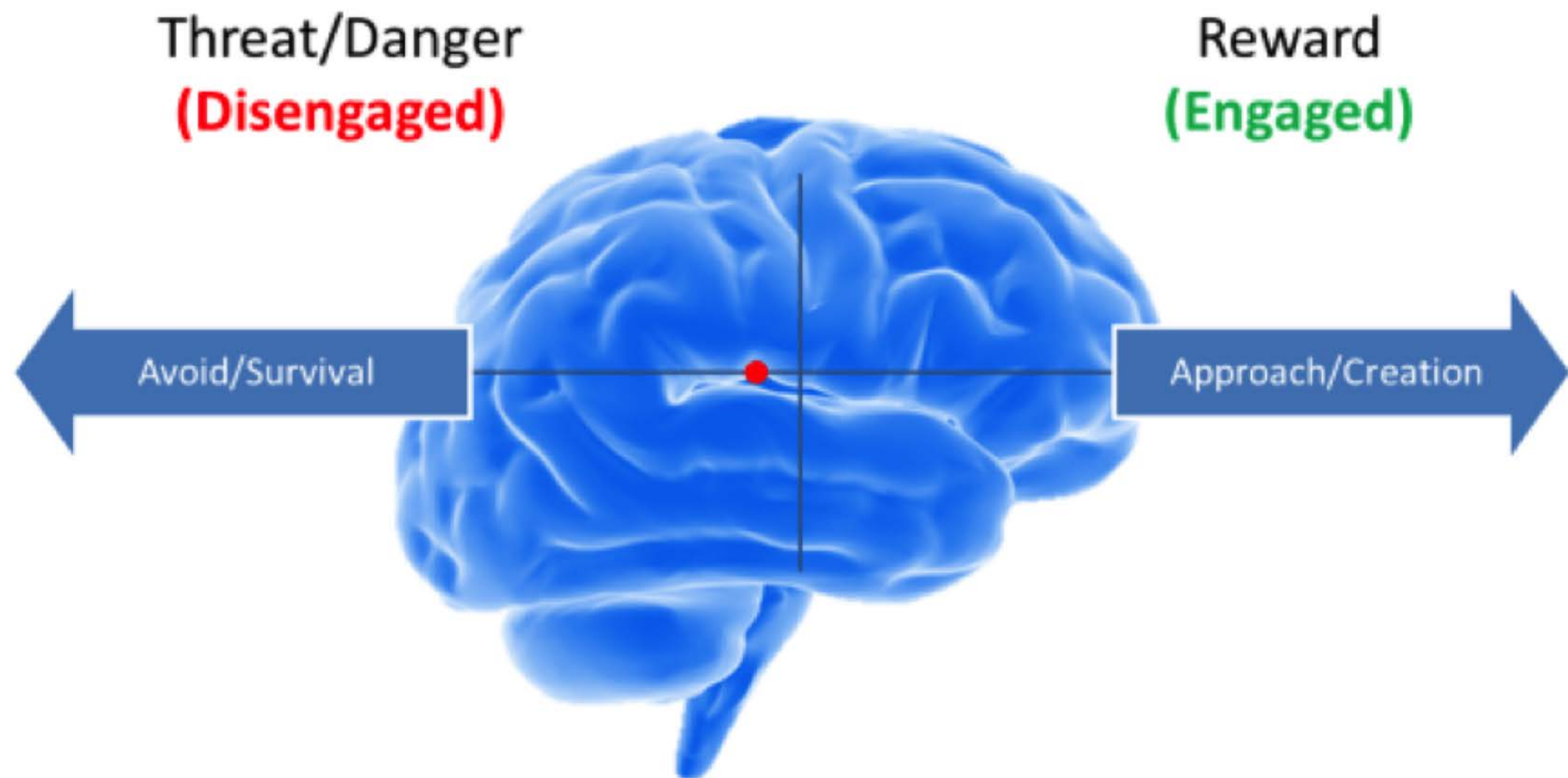
As leaders, I believe we are all coaches to our team members.

We are all leaders. You don't need the title.

How can we and why should we use executive coaching principles in our leadership roles and one-on-ones?

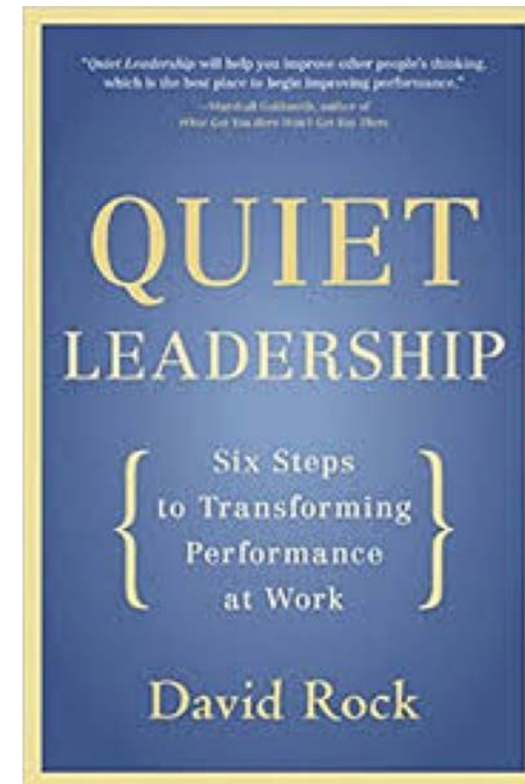
The Brains Organizing Principle

Minimize Danger, Maximize Reward



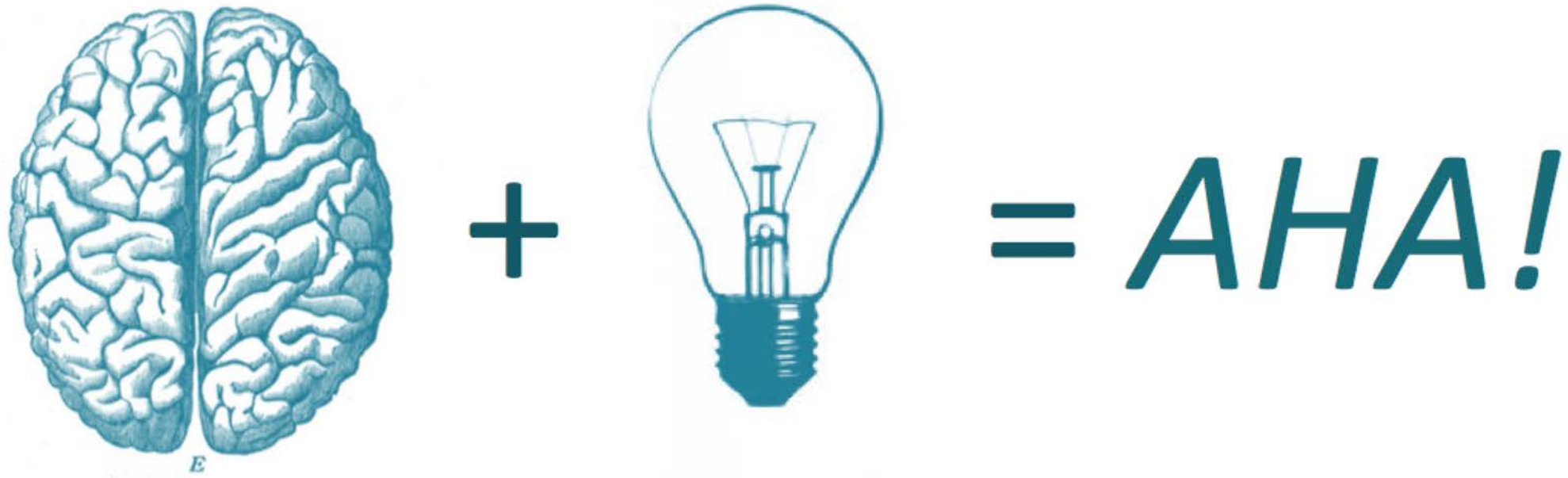
Discoveries of the brain

- Our brain is a connection machine
- Up close no 2 brains are alike
- We make the unconscious assumption that everyone's brain works like ours
- By telling people how to do something , we try to make connections for them.
- To take any kind of committed action, people need to think things through for themselves
- Our jobs as leaders is to facilitate this process and partner in teaching people how to think



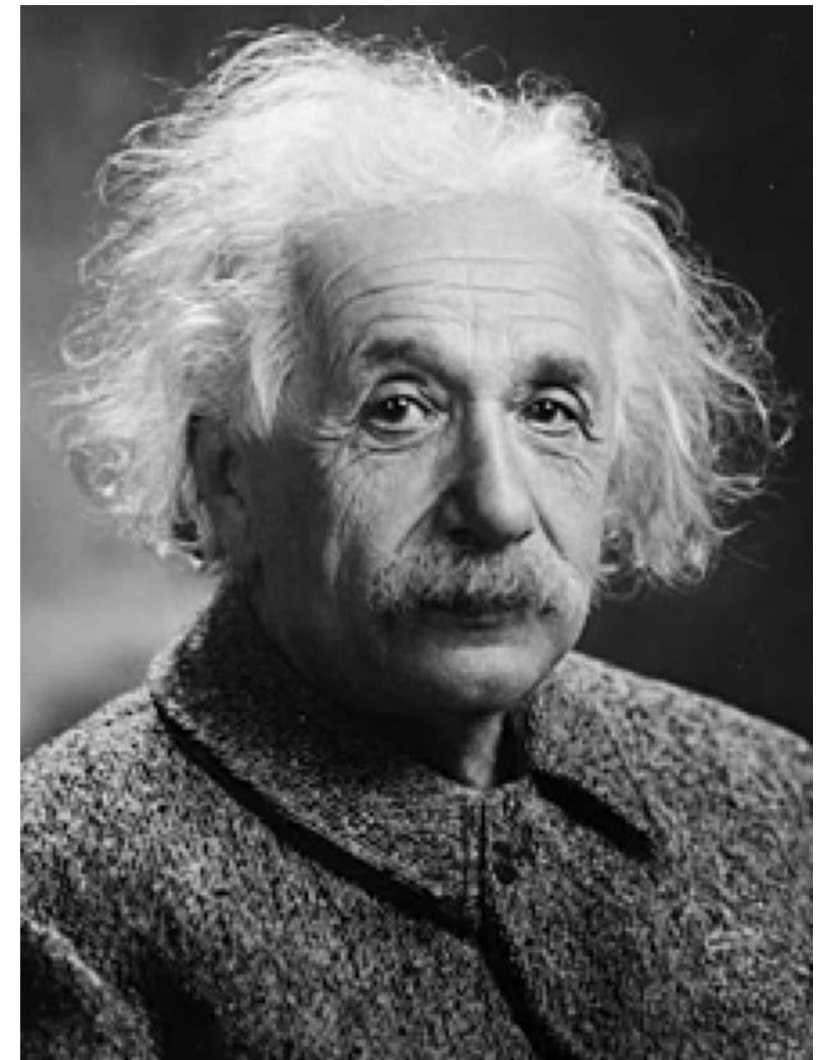
What is an insight?

A solution from the non-conscious that emerges quickly into awareness and combines existing data in new ways (NLI, 2017)



Why Insights Matter?

“We cannot solve our problems with the same level of thinking that created them” - Albert Einstein



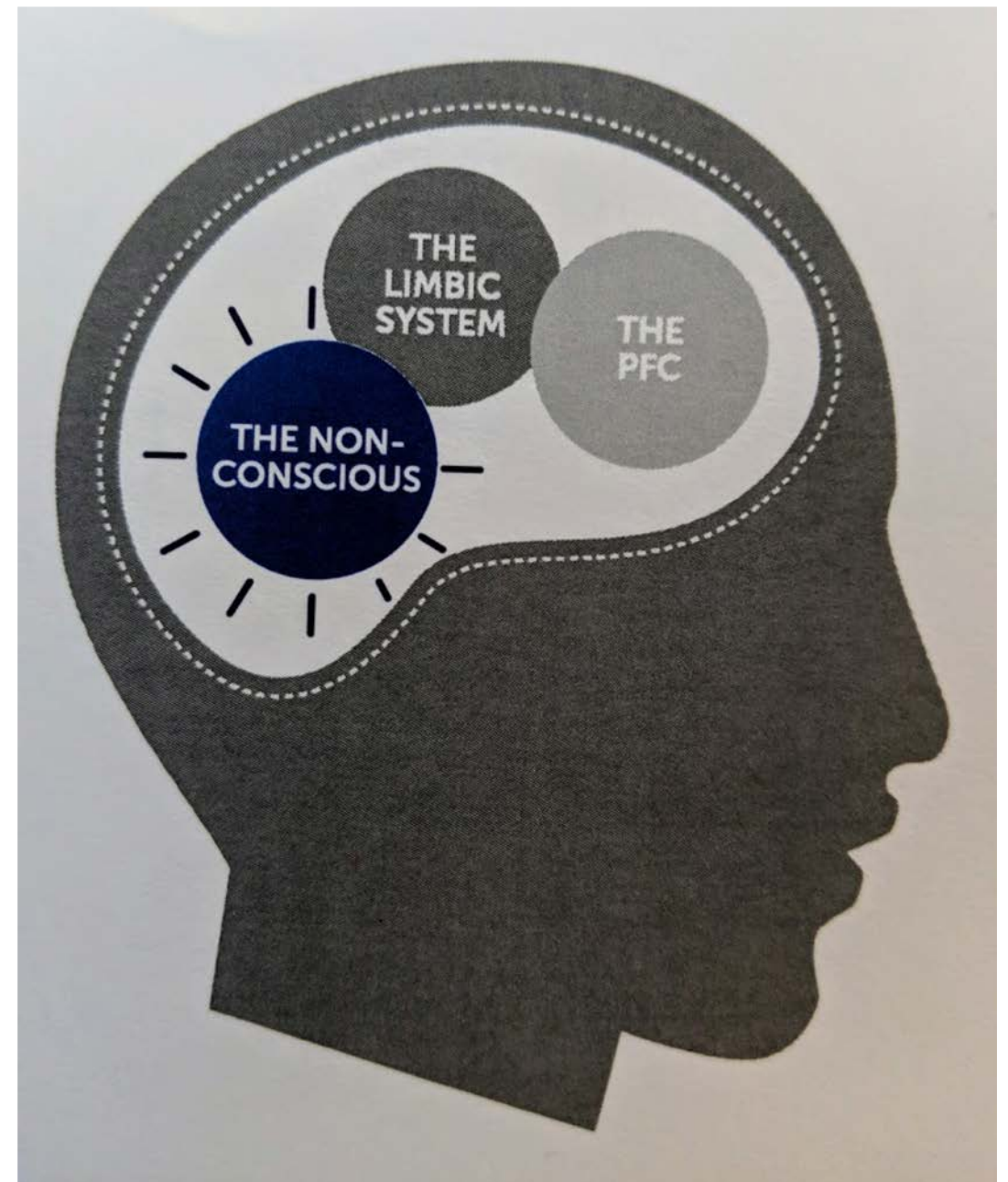
Importance of Insights

- More memorable than linear solutions - new learning is more likely to stick
- Increase engagement by creating ownership of ideas
- Lead to application, because the ideas that come from insights tend to be generalized and are able to be applied widely
- Support change, because insights physically change the brain

Conditions for Insights

- Quiet
- Inward looking
- Slightly happy
- Not focused directly on the process

**WE CAN CREATE THE
CONDITIONS FOR
INSIGHT!**



Insight to ACTION

- When people have an insight, neurochemicals rush through the brain
- Motivated
- Ready for action
- However it passes quickly
- Take or commit to take action asap!



**TAKE
ACTION**

Review Quiz

1. Name 1 reason why a person having their own insight (aha moment) is more powerful than being told “what to do”?
1. Why is it important to not be in a “threat” state?
1. Name 2 of the 4 conditions we as leaders can create to facilitate insight?

Using the CREATE
model to facilitate
Insight

What are Powerful Questions?

“Powerful questions are a reflection of committed listening and understanding the other person’s perspective that is confirmed through paraphrasing. This suggests a progression from listening, paraphrasing for understanding, and then asking powerful questions that yield clarity or mediation of thinking” (Kee et al., 2010, p. 62).

Powerful questions are:

- Open-ended questions with no hidden agenda.
- Meant to help the receiver of the question.



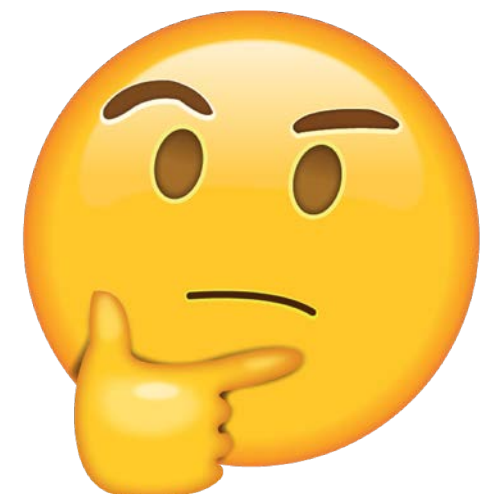
The Create Model

- CREATE new thinking by asking powerful questions
- Take the coachee from:
 - awareness of **C**urrent **R**eality
 - to **E**xploring **A**lternatives
 - and **T**ap **E**nergy to reach their desired outcome, resolution, or way forward



Current Reality

- Help the coachee explore the current situation
- Coachee becomes aware of their dilemma
- We ask people to step back from their own thinking and notice its nature
- Helping someone identify the current reality of their thinking allows them to make new maps to self-correct their thinking
- Make their own decisions
- Thinking has been improved



Current Reality

Example Powerful Questions

“How long have you been thinking about this issue: in days, weeks, months?”

“What is your vision in this area?”

“How could you think about this situation differently?”

“What is happening for you as we talk about this?”

Explore Alternatives

- Exploring current reality often generates insights
- Insights = Energized feeling/Inspired
- First actions are often are what they are most comfortable with
- Exploring alternatives opens up people up to new possibilities
- Think more deeply



Explore Alternatives

Example Power Questions

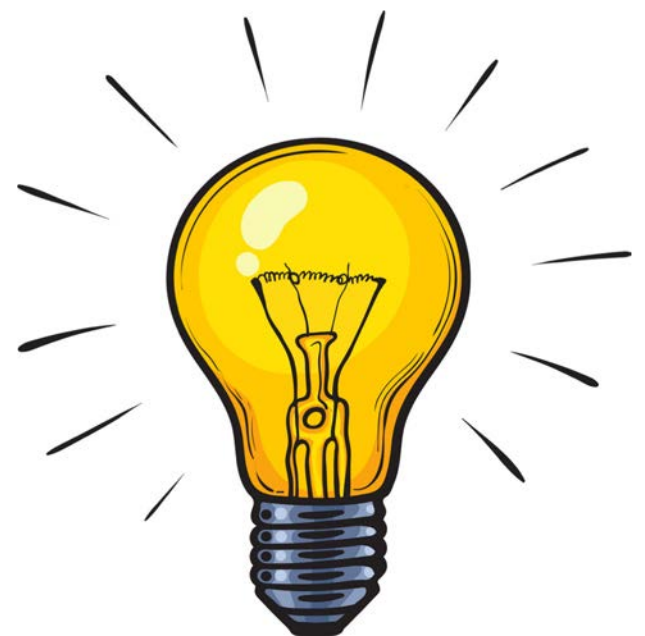
“Would you like to explore some ways to move this new idea forward?”

“What are some possible paths we could take from here?”

“What else could you do?”

Tap Energy

- Tap into Energy created by the insight
- Listen for emotive words or feeling and energy in the voice
- Work with coachees ideas, NOT how you think coaching should go
- Follow the coachees lead



Tap Energy

Example Powerful Questions

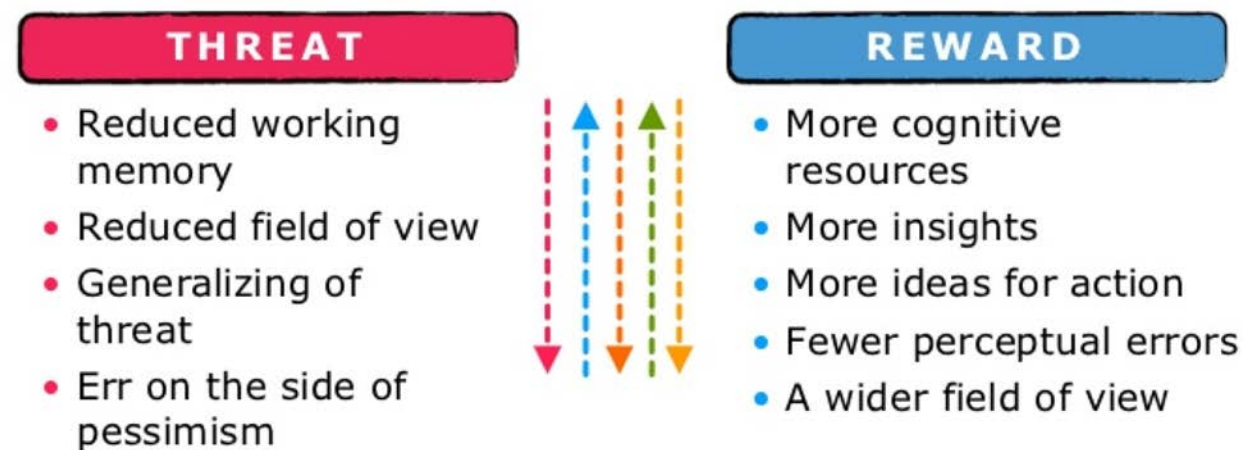
“You’ve come up with some options. Are you ready to move into making some decisions about the way forward?”

The two H’s approach:

“How likely is the action to help?”

“How likely is the action to happen?”

Be aware of the threat response! - Ask permission!



In conversations, asking permission will reduce likelihood of threat response

Working memory is more likely to be operating

Example: “It sounds like that's pretty important. Should we set time aside to discuss that in-depth next week?”

Example: “Can I offer an observation?”

Examples of Powerful Questions to ask:

Goal: Ask questions to put our coachee in a towards state and facilitate insight so they can come up with own ideas.

How long have you been thinking about this?

What's your plan for achieving these targets?

What stage are you in your thinking about this?

What is one step you could take this week?

What connections are you making as we talk about this issue?

What are some alternatives in moving forward with this idea?

What's the ideal outcome ?

What have you tried?

If there were no obstacles , what would be different?

What haven't you tried?

Examples of questions to avoid asking:

Giving Advice (without asking or permission, no 2 brains are the same, creates threat, energy in finding own solution is generated):

Why don't you manage your time by scheduling all your priorities?

Telling people how to think (assumes you know the best way for the coachee to be thinking):

Why don't you think about the big picture more?

What about being more positive in this situation and focusing on coming up with a creative solution?

Be careful with Why questions (tells coachee you want explanations or excuses, focuses on past):

Why do you think this project stalled?

Why is this such an issue?

Coaching Demo

- Looking for a volunteer
 - Problem suitable for 10-15 mins
 - Something you can talk about openly and be vulnerable
 - You will be doing the work
- Confidentiality
- Watch for the CREATE model
- Watch for Powerful questions
- Permission that it won't be perfect
- Can someone give me a 10 min warning



Coach Approach - Take Aways

- Be aware of the brains organizing principle of threat and reward
- As leaders we can make impactful use of one-on-ones to create the conditions and facilitate insight using powerful questioning and models like CREATE. Less directive!
- Helping people make their own connections increases engagement , improving thinking , and ultimately improving performance.
- The aha moment gives off the kind of energy needed for people to become motivated and willing to take action
- Considering using a coach approach. Powerful questions. Less Directive -> More likely to result in meaningful action.

Questions?

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