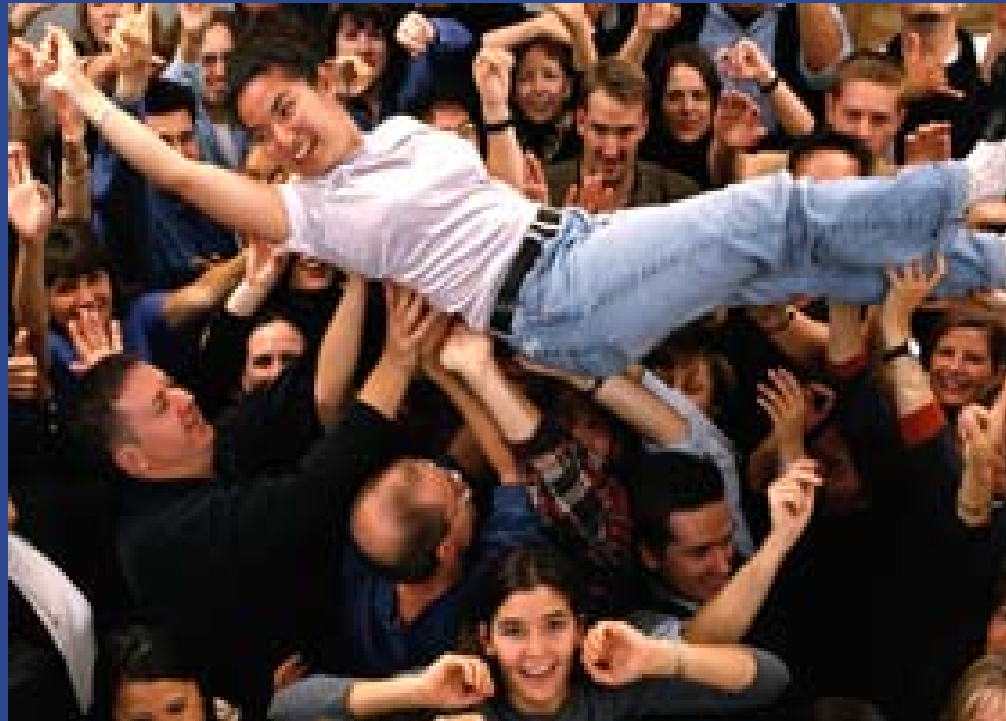


Coaching As A Leadership Competency

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Purpose

To introduce participants to:

- the principles and practice of coaching;
- opportunities for coaching in the workplace; and
- an opportunity for practice coaching .

What is Coaching?

Coaching is not advice giving, not teaching, and not directing — it is a collaboration in which the coach acts like a midwife, supporting, encouraging, and helping the client through the experience while acknowledging the client as the expert and the person “making it happen”

Donner & Wheeler

Preceptors, Coaches, Mentors

- Preceptorship: a formal one-one relationship of pre-determined length between an **experienced** individual (*preceptor*) and a novice (preceptee) designed to assist the novice in successfully adjusting to and performing a new role
- Coaching: a collaborative relationship, undertaken between a **skilled** facilitator (*coach*) and a willing individual (*client*). It is time limited and focused and uses conversation to help clients (individuals or groups) achieve their goals.
- Mentoring: a longer term relationship in which someone with more experience and wisdom (*mentor*) **supports and encourages** another (*mentee/protégé*) as that individual grows and develops professionally and personally.

Why Coaching?

- enables individuals to engage in relationships and conversations with others that are directed at enhancing professional development, career commitment, and practice
- supports the advancement of the individual and thus contributes to the advancement of quality care for the public

How to Coach

- one-to-one or group coaching
(individual/team issue)
- face-to face, by phone, by e-mail

Most people don't need advice. They just need support and discipline in doing what they already know works.

Marianne Williamson

Coaching : A Tool for Facilitating Intentional Change

Clients need to come willingly to the coaching conversation. Their identified need for change is the catalyst for moving forward, and, as in any change process, not until they identify their intention will there be any modification of behaviour.

The Client

- is an expert in her or his personal and professional life
- is creative, resourceful and whole
- asks the coach to show them possibilities that they cannot see, that are beyond the horizon of possibilities of the self that he or she is
- chooses the focus of the coaching conversation

Gremlins

- everyone has inner critics; the little voice inside that plants the seed of self-doubt and fear
- they whisper “you can’t do that” or “what if?”
- the coach helps the client leap over their gremlins, stretch their capacity and move forward

The Coach

A coach must have the ability to:

- listen, discuss, and question;
- clarify core values, beliefs, and sense of purpose;
- identify gaps between a client's vision and reality; and
- encourage, motivate, and instil confidence.

Great Coaches

They are so unshakably convinced that we have great things in us—their vision of what is possible for us is so clear and powerful—that they wind up convincing us too.

Tice

Coaching Relationship

Two steps are critical to setting the foundation of the relationship:

- 1.the client has a clear purpose for initiating the relationship
- 2.the coach and client establish an agreement to work together

Articulate Need-Purpose

- what do I need/want?
- what is it that has made me decide that a coach can help me with what I need/want?

Agreement

- customized
- clarifies the specifics of the relationship, the process, the scope and the responsibilities

Coaching Conversation

- takes place within a coaching relationship
- co-created with both the client and the coach assuming responsibility for the process

Steps in Coaching Conversations

1. *climate building*, where you establish a relaxed and open environment that is conducive to dialogue and learning;
2. *clarifying*, where the purpose of the coaching conversation is articulated and goals identified;

3. *collaborating*, where both coach and client manage a two-way discussion that achieves the agreed upon goals; and
4. *closing*, where the client gains clarification, commitment, the inner drive that produces results and takes responsibility for the next steps.

The Coaching Conversation

- the coaching conversation is about possibilities and action
- learning doesn't start once the coaching conversation ends; it starts with the coaching conversation
- new actions, new practices, are always the final stage of a successful coaching conversation

A coach is someone who tells you what you don't want to hear and has you see what you don't want to see, so you can be who you have always known you could be.

Tom Landry

Components of a Coaching Conversation

- making a request
- giving permission
- granting trust
- providing a safe space
- powerful questioning

- active listening
- observing—language, moods and emotions, the body
- providing feedback
- setting goals/action plans

I believe we can change the world if we start listening to one another again. Simple, honest, human conversation where we each have a chance to speak, we each feel heard, and we each listen well.

Margaret Wheatley

Coaching No No's

- coaching without permission
- incapacity to legitimize the *experience* of the other... “I’m afraid...you shouldn’t be”
- buying the *explanation*, the story of the other... “this happened because...”
- wanting to impress the other...”what you must do is..”
- fearing the greatness of the other

Summary

- establish the agreement
- trust, intimacy and coaching presence
- active listening
- powerful questions
- direct communication
- designing actions, managing progress and accountability

*Coaches function like the leaven in bread;
they are there for the long-term development
of results.*

Frederic Hudson

Some Opportunities

- new recruit coaching for the smooth transition from an educational to an employment setting and assisting new staff in the post-orientation period
- coaching managers to improve their interactions with staff
- team coaching to improve the performance of self-managed work teams
- executive coaching for leaders
- career coaching as a retention strategy
- health coaching for patients/clients

Practice Coaching

“We are what we repeatedly do. Excellence, then, is not an act, but a habit.”

Aristotle

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