

#1 Shift to a Coaching Mindset

A coaching mindset is one that focuses on developing people so that they can perform at their best. This is an advantage to both the individual (finds more fulfilment in their work) and to organizations (increased employee engagement and production). However, in the busyness of our day-to-day we can become absorbed with fixing a problem so that we can quickly move onto the next thing.

A coaching mindset requires us to pause long enough to assess the development opportunity for the individuals we work with.

#2 Meet People Where They Are

As we adopt a coaching mindset, it's important to assess where people are in their development. From that, we can determine the best approach. The framework from Mentoring Matters (check out pg. 2)* outlines leadership stances to use based on the level of dependence individuals required around a given skill or topic. If you're leading a team, the goal is to assess where your team members are and move them from dependent to independent.

Tip: This framework has also been useful to use with peers, clients, or family members.

#3 “Tame the Advice Monster”

This quote comes from *The Coaching Habit*, by Michael Bungay Stanier. He talks about our tendency to jump to problem solving when others come to us with challenges. Practicing a coaching mindset will require us to overcome the urge to problem solve and fix. The key is to try out all the leadership stances. In other words, “tame the advice monster!”

#4 Suspend Judgement

One of the fundamental skills we learn in coach training is suspending judgement. To be effective, coaches must be able to let go of judgements they feel towards a coachee. Judgement may crop up when you think someone should be further along in their development, you disagree with their political views, or how they approach a problem.

#5 Increase Self-Awareness

Suspending judgement starts with the self-awareness that your judgement is triggered.

Ask yourself, “What is triggering my judgement? Why? What assumptions am I making?” Then, you can apply the antidote to judgement, outlined in the next step.

#6 Practice Curiosity

When you notice your judgement is triggered, **pause and get curious**. How can you switch your judgement to a question? Some suggestions, “What led you to that conclusion? What’s important about that to you? What’s your thought process around that? Tell me more about that.”

#7 Practice Active Listening

Coaching is about listening deeply, not only to what’s said, but also what’s NOT being said. It’s listening to understand, not to respond. It’s paying attention to body language and emotions of the other person.

In your next conversation, try paraphrasing what you hear and following up with a question.

THE LEADERSHIP STANCES* AND MODALITIES

| Leadership Stances | | | |
|--|--|--|---|
| CALIBRATE | CONSULT | COLLABORATE | COACH |
| <ul style="list-style-type: none">➤ Gaps in performance standards➤ Lack experience or subject matter expertise. | <ul style="list-style-type: none">➤ Lacks experience to determine the best course of action. | <ul style="list-style-type: none">➤ Could benefit from a more experienced partner. | <ul style="list-style-type: none">➤ Only requires a guide to deeper thinking. |
| Modalities | | | |
| Advising, Mentoring | Mentoring, Blended Coaching | Mentoring, Blended Coaching | Pure Coaching |

MODALITY DEFINITIONS

- **Advising:** Giving advice based on lived experience or training (i.e., legal or business development).
- **Mentoring:** Sharing knowledge, skills, and experience to help another person to progress.
- **Coaching Skills By Leaders:** Facilitating growth and change by evoking an individual's own resourcefulness by a Manager or Leader.
- **Blended coaching:** Using a multi-modal approach
- **Pure coaching:** Partnering with clients to provide thought-provoking discussion and processing, often asking questions to deepen thought process and awareness.

➤ REFLECTION

- Which Quick Tip are you most confident in?
- Which Quick Tip could you be more intentional around?
- What's one action you can take in your next meeting to work on it?
 - **PAUSE** – Close your eyes, visualize yourself in the meeting & taking the action
 - **NOTE** – How does it feel? What is your posture? What is the coachee's response?
 - **REFLECT** – How is this different as a result of you executing the Quick Tip?

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