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### PURPOSE/MISSION/VISION OF COACHING

DoD Coaching Purpose
 To help the workforce adopt and embody the mindset, knowledge, and presence needed to thrive in a continually volatile, uncertain, complex and ambiguous environment

DoD Coaching Mission
 Empowering all DoD employees to maximize their personal and professional potential through coaching and supporting agencies to develop and foster a culture of coaching

DoD Coaching Vision
 To develop a coaching culture that fosters a continuous learning environment for all levels of leadership

Per 5 CFR 410.203. Coaching is a sanctioned learning & development activity that:
 Optimizes individual/tearmwork performance
 Develops capacity for independent thinking and problem solving
 Improves commitment and buy-in
 Promotes & Sustains Professional Growth and Competence
 Increases self-esteem/self-confidence
 Improves business management
 Manages work/life balance



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### WHAT'S IN IT FOR ME?

- · Improve Labor/Management Relations/General Discussions
- Labor-Management Forums (EO 14119)
- Contract Negotiations Settlement Discussions
- Formal/Informal Investigations & Fact Finding Witness Prep for Hearings
- Proposing/Deciding Official Discussions Ownership of Decision
- Poor Performance
- Misconduct
- Reasonable Accommodation
- · Professional/Personal Skills/Tools



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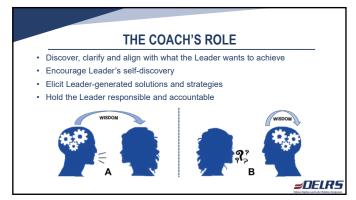
	ACHING
Partnering with leaders (clients) in a though	
that inspires them to maximize their persor	nal and professional potential
Leader-driven (Person not Problem)	Motivate
Focuses (Forward looking)	Lead By Inspire
Setting goals	Example
Creating outcomes	Mentor Coach
<ul> <li>Managing personal change</li> </ul>	
	Teamwork
Coaching is not an event! It is a process-driven	
relationship with a clear objective:	11
To help another individual realize their potential	Win
and improve their performance!	

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COACHING VS. OTHER DISCIPLINES						
Coaching	Therapy	Mentoring	Consulting	Training		
Future-focused and goal oriented. Aimed at understanding strengths, resources and barriers and designing strategies to accomplish goals	Deals mostly with a person's past and trauma to seek healing	Deals mostly with succession and seeks to help someone do what you do	Deals mostly with problems and seeks to provide information/expertise to solve the problems	Deals with acquiring and integrating new knowledge		
Equal Partnership between the Leader and the Coach where the Leader has the answers and the Coach assists in self- discovery	Doctor/Patient Relationship where the Therapist has the answers	More Experience/Less Experience Relationship where the Mentor has the answers	Expert/Person with Problem Relationship where the Consultant has the answers	Teacher/Student Relationship where the Trainer has the answers		
Assumes emotions are natural and normalizes them	Assumes emotions are a symptom of something wrong	Is limited to emotional response of the mentoring parameters (succession, etc.)	Does not normally address or deal with emotions	Does not normally address or deal with emotions		
Coach stands with Leader and assists him/her to identify challenges through self- awareness, and works with Leader to turn challenges into victories. Accountability to reach goals within Leader's hands	Therapist diagnoses, then provides professional expertise to provide a path to healing	Mentor allows client to observe behavior, offers advice, answers questions, provides guidance for the stated purpose of mentoring	Consultant stands back, evaluates a situation, then tells client what the problem is and how to fix it	Instructor designs lessons towards learning objectives based upon his/her knowledge and expertise, then presents lessons in a manner most conducive to students' learning		
Asks questions like:  How can I help you in your own self-directed learning and awareness?  What have you tried?  How has that worked?  What are some other possibilities?	I know how to guide you. "What happened in the past that is inhibiting you from getting what you want out of life today?"	My experience is "This is how I did it"	I know how. This is what you are paying me to tell you. "This is how to do it"	I have this knowledge and am willing to transfer it to you		







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# **KEY COACHING SKILLS**

- Active Listening
- Powerful Questions
- Self-Awareness
- C.I.G.A.R. Coaching Process Questions
- Current Situation
- o Intention
- o **G**ap
- Action
- Review



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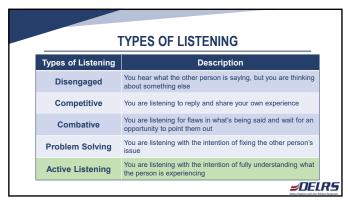
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# **ACTIVE LISTENING**

- How are you focused on what the person is saying?
- · How are you focused on what the person is NOT saying?
- What clues are your getting from their words, tone, and body language?

The biggest
communication problem
is we do not listen to
understand.
We listen to reply.

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# **CONTEXT FOR LISTENING**

- · Consciously clear your mind
- Listen for the message not just the words (whisper)
- Don't interrupt or finish sentences
- Paraphrase so they know you understand
- Be comfortable with silence
- · Listen without judgment
- 80/20
- WAIT (Why Am I talking?)



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# **ACTIVE LISTENING IS NOT...**

- To fix
- To get info you want
- To sound important
- External distractions
- Understand the problem
- Your own thoughts, not listening at all
- Opportunities to sound intelligent
- Chance to seem funny
- · How you can benefit
- How you can help



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# SCHOOL BUS MATH SCHOOL BUS MATH SCHOOL BUS MATH

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# **POWERFUL QUESTIONS**

- · Are open-ended
  - o Do not allow for one-word answers (yes/no)
  - o Who, what, where, when, how (NOT Why)
- Are non-judgmental and non-leading
- · Raise awareness of goals and reality
- Can be requests
  - o "Tell me more about..."
- · Lead to deeper questions and more expansive thinking
- · Invite elaboration

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# **POWERFUL QUESTIONS (cont.)**

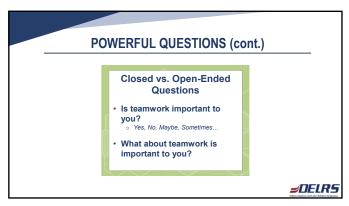
Open-ended questions suggest that you  $\underline{\bf can}$  help, and you are asking for direction/specifics. Think:

- √ How can I help? = Open-ended
- ✓ What can I do to help? = Open-ended

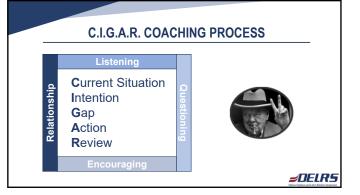
Compare to close-ended questions:

- Can I help you? = "Yes/No"
- Do you need help? = "Yes/No"
- ▲ Let me know if I can help? = "Yes/No"

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C.I.	G.A.R. COAC	CHING PROC	ESS QUEST	IONS Review
What would you like to get out of this discussion?	What are you passionate about?	What options do you have?	What is your plan?	Would you recap? What are you going to do?
What is poing on? When, who, what, how much, how other who, what, how much how other what is the opportunity?  Is it postive a fainantabe! challenging? How much control do you have? What fave you done so far? What factors need to be considered?  What factors need to be considered?  What seed in the way?	What do you want to achieve long term?  What does success look libe?  What would success feel libe?  What is important to you?  What is important to you?  What is the you couldn't fail, what would you knew you couldn't fail, what would you measure success?  What is the most you couldn't do?  What is the most you could do?	What resources do you need? Time, money, support? What critical information do What critical information do Who needs to be involved? Who or what will help? What would be a milestone or short-temp good along the way? What are the pros and const? What are the pros and const. What are the neisting?  On a scale of 1-10 how committed are your? What is needed to get to a 10? What are the neistor?	Will this achieve your entire goal?  What resources do you need and how will you get them?  What is the time-line for each step?  Who are the time-line for each step?  How will you do it?  How are you grid you like another suggestion? (Last priors)  What is the ball-out plan?  What is the ball-out plan?  SAMART.	When will you get it done? How will you brack your Property or you have you When and how will you give me an update? What also to we need to discuss? WWWF-Who does what, when, follow up





