

# Coaching for Success

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# Objectives:

- Explain the differences between a coaching culture and a fixing/telling culture
- Describe the benefits of coaching for all key stakeholders (coach, coachee, Advocate)
- Demonstrate how to use the Advocate Coaching Model to conduct a coaching conversation

# Why coaching? Why now?



- Critical skill for leaders as identified in a system-wide needs analysis
- Aligned with Leadership Competencies
  - Accelerates performance
  - Executes for outcomes
  - Builds talent for future
- Supports achievement of Advocate 2020



# The Purpose of Coaching

Igniting others' insight, enabling them to take accountability for meaningful change.

Becoming a Professional Life Coach – Lessons from the Institute for Life Coach Training  
Patrick William and Diane S. Menendez.

# Advocate Coaching Model



# Advocate Coaching Model



	Validate	Ask	Seek	Solicit	Explore	Investigate	Validate	Ask	Seek		
Ask	Seek	Solicit	Explore	Investigate	<ul style="list-style-type: none"> <li>• What are you looking to change?</li> <li>• Where are you currently?</li> <li>• Where do you want to be?</li> <li>• What's keeping you from moving to the future state?</li> <li>• What is the first action you will take to close the gap?</li> <li>• How and when would you like to share feedback with me on your progress?</li> </ul>					Solicit	Ask
	Explore	Solicit	Seek	Validate	Investigate	Explore	Solicit	Seek	Validate	Ask	

# What is Coaching?



	Is	Is NOT
<b>Agenda</b>	Coachee's	Coach's
<b>Questions</b>	Open-ended	Close ended, i.e., yes/no
<b>Mindset</b>	Curiosity-based questions	Investigative-based questions
<b>Focus</b>	Being present and listening	Being inattentive and distracted
<b>Action</b>	Probing and prompting coachee towards <i>their</i> decision to act	Fixing /Telling – giving the coachee the answer
<b>Reaction</b>	Giving honest feedback and observations	Providing specific direction

# Coaching vs. Fixing



Coach	Fixer
Encourages self-reliance	Encourages inter-dependency
Increases coachee's responsibility & accountability	Reduces level of accountability
Helps coachee explore possibilities' pros/cons	Encourages black and white thinking
Maximizes the time and investment made in the coachee	Minimal time invested in the coachee



# Benefits of Coaching



## Coach

- Saves time in the long-term
- Shifts ownership of issues/solutions to coachee
- Increases associate engagement
- Contributes/demonstrates trust in the relationship
- Reveals coachee's pattern of thinking, beliefs, assumptions

## Coachee

- Feels cared for/respected
- Gains a sense of empowerment
- Identifies his/her skin in the game
- Recognizes next steps towards solution
- Learns to problem-solve; offer issues **and** solutions



# Who can coach?

Coaching can occur in relationships that are:

- Peer to peer
- One-up to associate
- Associate to one-up
- Physician to associate
- Associate to physician

# Coach Readiness



Are you...

- self-aware of your emotions and how you display them?
- willing to check your intentions?
- willing to shift control of the conversation and outcomes to the associate?
- prepared to suspend any previously held beliefs about the associate?
- optimistic that the associate you're coaching has the will and/or skill necessary for change?
- prepared to exercise empathy, patience, and attention required to foster a trust-based relationship?

# Coachee Readiness



## ***Factors to consider:***

- Motivation to learn and change
- Openness and responsiveness
- Ability to manage their emotions
- Willingness to appreciate and act on feedback

# Keys to Coaching – Questioning



- Start broad and become increasingly focused
- Seek additional information
- Solicit suggestions
- Explore feelings
- Check on understanding
- Explore reasons
- Investigate degrees of commitment to action
- Validate and document who does what by when

# Practice



- Turn to a table partner (person sitting next to you)
- Choose a coaching scenario (handout) as your coaching conversation
- Choose who will be the coach and who will be the associate for Round 1
- ‘Coach’ – using the Coaching Model (handout), ASK the associate questions based on the scenario as how they would like to resolve the issue
- ‘Associate’ –respond as the coachee as portrayed in the scenario
  - Anytime you hear the coach “tell,” call a timeout
- Round 2 – switch roles and choose another scenario
- Each round should take 7-8 minutes



# Coaches...

Remember, ask a single question and  
stop talking





# QUESTIONS ?