The most effective leaders have a coaching mind-set and coach their team members so they become self-reliant and capable of solving their own problems.

<table>
<thead>
<tr>
<th>NATURAL TENDENCIES</th>
<th>COACHING MIND-SET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telling people what to do</td>
<td>Asking what needs to be done or brainstorming options</td>
</tr>
<tr>
<td>Being competitive</td>
<td>Collaborating and seeking alignment</td>
</tr>
<tr>
<td>Blaming others when things go off track</td>
<td>Being a model of taking responsibility</td>
</tr>
<tr>
<td>Making assumptions</td>
<td>Checking in when something seems off</td>
</tr>
<tr>
<td>Solving problems</td>
<td>Helping others solve problems</td>
</tr>
<tr>
<td>Doing the work myself</td>
<td>Developing others so they can do the work</td>
</tr>
<tr>
<td>Taking credit myself</td>
<td>Giving credit where credit is due</td>
</tr>
<tr>
<td>Focusing totally on work</td>
<td>Living a balanced life</td>
</tr>
<tr>
<td>Withholding timely feedback</td>
<td>Giving feedback daily and seeking input from others</td>
</tr>
<tr>
<td>Using one leadership style with all people</td>
<td>Adapting your leadership style to meet others’ developmental needs</td>
</tr>
</tbody>
</table>

How might adopting the coaching mind-set help you be more effective?
Formal and Informal Coaching

**Formal Coaching**
Formal coaching occurs during One on One conversations or at other times when meetings are scheduled and coaching is expected.

**Informal Coaching**
The coaching process and skills are useful in the brief, spontaneous interactions you have with people on a day-to-day basis.

It’s not about how much time coaching takes.
It’s about coaching in the time you have.
Coaching is a deliberate process using focused conversations to create an environment that results in accelerated performance and development.
## Practice the Process

### Before Plan
- Consider your intent for the conversation and the desired impact

### During Connect
- Build trust and positive relationships
  - Greet the person
  - Express interest in the person
  - Show that you care

### During Focus
- Identify topics and goals
  - Set the context for the conversation
  - Narrow down and discuss the key focus area(s)
  - Confirm priorities

### During Activate
- Collaborate to develop a plan for action
  - Gather ideas from the person and consider options
  - Prioritize action steps
  - Specify what is needed to move forward

### During Review
- Clarify agreements and discuss accountability
  - Ask for a recap of actions and commitments
  - Confirm timelines, including follow-up meetings
  - Reflect on what was learned or useful

### After Reflect
- Identify what you learned that will be useful moving forward
- If your intent and impact were different, take action to make corrections

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Four specialized communication skills are used within the framework of the coaching process.

**The Essential Skills**

- **Listen to Learn**: Listen with the intent of being influenced
- **Inquire for Insight**: Ask questions that draw out ideas
- **Tell Your Truth**: Share relevant information
- **Express Confidence**: Build self-assurance and enthusiasm
Listen to Learn

Listen with the intent of being influenced.

**Be Present and Focused**
Pay conscious attention to all that is being communicated.

- Be aware of nonverbal cues such as tone of voice, posture, eye movements, physical gestures, and facial expressions
- Withhold judgment or personal beliefs and opinions so you can be open to new ideas and perspectives

How might Bella have behaved differently if she had been present and focused?

________________________________________

________________________________________

________________________________________

What was the unintended impact of Bella not being present and focused?

________________________________________

________________________________________

________________________________________

What keeps you from being present and focused?

________________________________________

________________________________________

________________________________________

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## Aim for Powerful Questions

<table>
<thead>
<tr>
<th>Provoke Thinking</th>
<th>Shift Perspective</th>
<th>Check Assumptions</th>
<th>Challenge Beliefs</th>
</tr>
</thead>
<tbody>
<tr>
<td>What’s important about that for you?</td>
<td>How might this look from our customers’ perspective?</td>
<td>What assumptions are you making?</td>
<td>How else could you interpret the situation?</td>
</tr>
</tbody>
</table>

As you listen, jot down the most powerful questions.
**Tell Your Truth Test**

1. Do I need to say it, or do they need to hear it?  
   - [ ] It is for myself, so I can feel better  
   - [ ] It is for them, so they can succeed

2. Will destructive behavior resolve itself if I don’t say anything?  
   - [ ] It is likely to resolve itself  
   - [ ] It is likely to continue or worsen

3. Could the information help the person succeed sooner?  
   - [ ] Probably not  
   - [ ] It could help them avoid issues and obstacles
   - [ ] Don’t Tell  
   - [ ] Do Tell

Be willing to **Tell Your Truth** in order to move others forward and help them be **successful**.  

—Madeleine Homan Blanchard
Coaching Case Study

#1 George and Maria

Maria is excited about her collapsible bike design, which is currently in production. To make sure there’s a successful launch, she wants to come up with a plan to educate the sales staff. Two weeks have passed, and they’re coming up quickly on the deadline that was established for the sales presentation. Maria thinks everything is progressing smoothly. You are concerned that she’s not going to make the deadline and want to discuss it with her. However, in the past, Maria has been resistant to input. How will you coach her?

Playing the part of George

• How will you start the conversation?
• What’s most important to address?
• What elements of coaching are most relevant to help Maria move forward?

Playing the part of Maria

• How do you want to play Maria in this scene?
• What are the important points that you want to make?
• What do you need in order to move forward?

When coaching or observing, pay attention to

• Coaching Process—Connect, Focus, Activate, Review
• Coaching Skills—Listen to Learn, Inquire for Insight, Tell Your Truth, Express Confidence