



The SeattleCoach Intro to Coaching Workshop: *Teaching Objectives and Schedule*

Pre-read: **Preparing and Teaching a Two-Hour SeattleCoach “Intro to Coaching” Workshop.**

When I have more than ten participants, I always invite a few coach friends to help me, either as “breakout coaches” or as “triad coaches.” These are always SeattleCoaches who understand my approach, philosophy and vocabulary.

These are my principal goals for each *Intro Workshop*:

1. To discuss how building a "The Coaching Mindset" accelerates the development, performance and satisfaction of key leaders and their teams,
2. To present coaching skills leaders can use immediately, and
3. To introduce the opportunity for more training and development either by joining a SeattleCoach Flagship Cohort or by initiating an internal Coaching for Leaders Cohort.

Through the course of the two hours, I follow my usual rhythm of presenting for a few minutes, and then interacting, debriefing, “metabolizing” the information first individually, then by breakouts or triads, then all together. You’ve probably seen me do this with my 1-3-all approach.

And throughout, I’m always thinking: **Explain. Illustrate. Apply/Test-Drive.**

I ask my breakout/triad coaches to:

- Listen for the core of what I’m saying (SeattleCoaches will recognize everything), to
- Observe and interact with the people in your break-out group or triad and to
- Show up like a coach! (For example, comment on what people do that works)

Set up questions to discuss with your organizer:

1. Will you be meeting in-person?
 - a. You’ll need the usual audio/video set up for your deck/videos
 - b. You’ll ask everyone to put aside their devices while working together

2. Will you be meeting virtually? You will need with a Teams/Zoom “co-pilot” or a member of the participant team to help you.
3. Let the leader or sponsor know that you will be sending pre-work and follow-up emails to all participants. Assure them that you will only use these email addresses for these purpose (and to respond to questions).

Finally, arrange for the leader or sponsor to introduce you and the workshop. A solid intro from a that person about the “who” and “why” of these two hours always helps. *What are their best hopes for this workshop?* You may want to work with them on their answer to that question.

A pre-work memo (one of my personal examples):

Hi there.

I’m Patricia Burgin, the founder and CEO of SeattleCoach. And I’m looking forward to joining you for a conversation about leadership coaching on (day, time).

Here’s what to expect in our two hours together:

1. *I will introduce the essential whats and hows of leadership coaching/the coaching mindset as an essential “gear” for these leaders. We’ll talk about it in ways that make sense in the work you do.*
2. *I will describe and illustrate the moments and issues when coaching may work better than directing, telling, advising, nagging, selling, convincing, rescuing, propping up, consoling or firefighting.*
3. *We will talk about the one game-changer that anyone in a leadership role can learn to tap into as a coaching leader.*
4. *You will leave with an actionable experiment.*
5. *And, as always with SeattleCoach workshops, we will have some fun.*

*And by way of a little pre-work, be thinking about this: I’ll be asking you to talk about your experiences with coaching (executive, sports, music, life; as a kid, as a grown-up): What worked? What not so much? **Please bring something for taking notes.***

Finally, please ask your participants to order a copy of Patty’s Coaching for Leaders Playbook and bring it to our time together.

That’s it. If you’d like to touch base before we begin, my contact info is below.

Workshop outline:

Hour #1

- I. **Around 10 minutes**

Welcome and introduction

Ask your sponsor or the team leader to introduce you and their vision/hopes for the day along with the schedule and ground rules (devices off, a break every hour, confidentiality).

Slide 1

Goals for this **Intro Workshop**:

1. To discuss how building a "The Coaching Mindset" accelerates the development, performance and satisfaction of key leaders and their teams,
2. To present coaching skills leaders can use immediately, and
3. To introduce the opportunity for more training and development either by joining a SeattleCoach Flagship Cohort or by initiating an internal Coaching for Leaders Cohort.

Slide 2

Following your introduction, thank the leader and ask him or her a few questions to deepen the sense of purpose in the coming two hours.

Some of the questions I've asked leaders and sponsors at the start of a workshop:

1. *What is required of a leader here now that wasn't 15 years ago?*
2. *How are you shifting in your own leadership?*
3. *What is your best hope for this group?*
4. *What do you see happening if this works?*
5. *How does he or she see leadership coaching supporting the growth mindset culture—and of this team's ability to influence?*
6. *How does she see this stuff connecting to results/scaling/getting unstuck/disagreeing better? ROI? (Everyone here was hired to do something else.)*
7. *What's getting harder? Anything getting easier?*
8. *How do you see the biz impact and results of your leaders developing the coaching gear? Your influence as a team?*
9. *Advice for me as I facilitate this event with your leaders?*

And leaders have said to me . . .

- *"This is a muscle we haven't invested in—and we need to.*
- *"We have lots of new managers--SMEs who are now being asked to lead people.*
- *"We're all asked to be mentors—do you think we could also be coaches?*
- *"We need to get better at creating clarity about our purpose, and at developing our best people."*

Thank the leader and if you have a partner-coach or two, introduce them and their roles. Then ask everyone to introduce themselves around the table: Why have they put themselves in the room today?

- 1-2-4-All
- I won't expect everyone to share every time I toss a question to the tables

II. Around 15 minutes

Slide 3

You tell your “One Coach’s Story/Your TED-ish Talk/make your case.” This will be a major part of your preparation—and you’ll develop something that you’ll use repeatedly. The goals are to establish trust and credibility, and to let them know that you “get” them and their challenges.

In this introduction here’s how I define coaching: *“A collaborative conversation, of any length, that fosters a growth mindset by:*

- *Inviting all of the intelligence of both participants*
- *Exploring what is both possible and desirable in the thinking of a colleague or client,*
- *Finding potential next steps, and*
- *Along the way, building incentive and accountability for taking next steps.*

Coaching is the art and science of hosting an elegant, highly customized, highly focused conversation. It is just-in-time adult learning that improves performance, satisfaction and contribution. It helps leaders to anticipate, navigate and sustain change, both personally and in their systems.

When leaders learn to coach and are asked to do so with even one internal client weekly, chronic stress is reduced system-wide. Everyone thinks more clearly. More of everyone’s intelligence is engaged. People like you have to get good at anticipating change, and at helping people to move into and through it.”

Following your “One Coach’s Story/Your TED-ish Talk” . . .

III. Around 15 minutes

“In a minute I’m going to ask you a question about one of your past coaching relationships—and why it worked. But first watch this with me and I’ll ask a few of you to talk to me about what you observe, and maybe even what you experience.

Slides 4-6

Slide: (ski jump girl) <http://www.youtube.com/watch?v=ebtGRvP3ILg&sns=em>

- *What do you notice in the skier’s process towards “safe enough”?*
- *What do you hear in the energy of the coach in the background?*
- *Anything else?*

The two big potential errors:

- To overuse your tendency to challenge
- To overuse your tendency to comfort and support

Coaching is absolutely not the same thing as propping up chronically anxious or controlling people. When I train people to be great coaches, the best endorsement I hear is, “I think I’m a better boss. I know I’m a better person.”

Slides 7-8

Slide: Pete Carroll. What's going on here? (Support? Challenge? What story did you make up?)

Slide: What is your experience of being coached? (in a sport or music lessons, by a professional coach, mentor, counselor or manager, by your mom or dad, aunt, uncle . . .)?

- What was it about that person, relationship—or even a single conversation that has had a positive, even lasting impact on your life?
- In one word, what made the partnership work?

Slides 9-10

[] Probably not like this

[] Probably not like this

Thirty seconds alone then in breakout groups or triads, one-minute each while your partners listen and respond. Listen beyond the words. What do you hear?

Slides 11

Back all together to debrief: You ask them to talk about what they said and what they heard.

IV. Around 15 minutes

Slides 12

The How: Personal Presence and the Core Four (*again, it helps if they have a hard-copy, even if you've asked them to print one ahead of time*)

When I train people to be great coaches, the best endorsement I hear is, "I think I'm a better boss. I know I'm a better person."

- Respect (permission, neurobiology)
- Energy (Tom/kayak stance)
- Acknowledgment (specific behaviors, character)
- Listening (I, II, III)

And then I like to put extra emphasis on "Level III" listening: When a coaching leader engages in "Level III" communication she speaks:

- From calm and coachable authority
- With specific observations and curiosity to engage with
- Close to the event
- To what is changeable and growing
- With respect and sometimes permission
- And with a hunch that the other person may already know stuff

Slides 13

V. Around 5" Break

Slides 14

VI. Around 15"

Coaching Mindset: The WHAT (*again, it helps if they have a hard-copy, even if you've asked them to print one ahead of time*)

We've talked about the "How" now let's talk about the "What"

Intro the hallmarks of a coaching convo of any length:

- There's an arc (with a clear A+A+A, some exploration and collaboration)
- The coachee is coachable
- The partnership finds an accountability/experiment.

Intro the Arc + finding A+A+A.

You are both focused and unhurried, and the order with which you ask them some version of these questions may vary:

1. *What would you like to work on?*
2. *How will you know we're making progress? If we hit the nail on the head in the next thirty minutes, what would you have? If this conversation helps, what will shift? What will be clear that seems fuzzy now? How will you know when you've got it?*
3. *What are the strengths and values you could bring to this opportunity/challenge?*
4. *Who else is in your thinking as we talk about this? (The answers may surprise you.)*
5. *How is this big enough to matter to you in the larger scheme of things (to your vision and values)? **Hope is a combination of vision + self-efficacy and it's powerful.***

Emphasize the role of accountability/finding the experiment

Slides 15-17

VII. Around 30" Intro the Coaching Leader's Arena: Land these things:

- a. The focus today on the power of the Coaching Gear (NE quadrant)
- b. The centrality of the surrounding (blue) line: Personal Presence
- c. Willingness to listen and be influenced (the game changer no matter which quadrant you're working in)
- d. You use all of your dimensional intelligence
- e. You recognize moments when you can "be the coach" any time

Examples:

- ✓ Career Development conversation with direct report
- ✓ With a direct report who habitually seeks solutions from you
- ✓ Peer to Peer expectation-setting
- ✓ Asking a mentee if you could experiment with coaching instead of mentoring

Slides 18

In light of what we've talked about so far, take one minute to record:

- a. Which quadrant do you think tends to be your "default" quadrant?
- b. What is something you'd like to get better at? (**A 10% shift**)
- c. Where, when and with whom could you experiment in the coming week?

Share your answers by breakouts/triads

Slides 19-22

VIII. Around 15" Wrapping up/Next Steps

Keepers (What are you taking away)?

Index fingers up: Point to the person you'll check in with about your "10% shift" in the coming 1-2 weeks.

Next Steps:

- a. Check in with that person you pointed to in the coming week.
- b. Read this "brief book about a big deal" www.pattyonamazon.com
- c. "I'll be following up with more SeattleCoach Training opportunities:
 1. "[Coaching for Leaders](#) where we can customize and deliver coach training as a part of your company's overall leadership development,
 2. "And I'll tell you about how you can participate in one of our [Flagship Cohorts](#), training with outstanding mid-career professionals from this and other companies."

Slides 23

The Toast

Conclude (Thank everyone)

And within 24-48 hours, you'll want to send a follow-up note to all participants. Something like:

Hi there.

Thank you for a delightful two hours. We admired your willingness to reflect and to try something new.

I think we accomplished our goals of:

1. *Exploring the essential whats and hows of leadership coaching/the coaching mindset as an essential "gear" for these leaders.*
2. *Of describing and illustrating moments and issues when coaching may work better than directing, telling, advising, nagging, selling, convincing, rescuing, propping up, consoling or firefighting.*
3. *Talking about leadership/coaching presence.*
4. *Of making sure you left with an actionable experiment.*
5. *And, as always with SeattleCoach workshops, we had some fun.*

These were the next steps we closed with:

1. Regarding your 10% shift, please check in with that person you pointed to in the coming week.
2. Read this "brief book about a big deal" www.pattyonamazon.com.

3. If/when you're ready to learn more about development as a coaching leader, we've got options:
 - a. [Coaching for Leaders](#) is where we can customize and deliver coach training as a part of your company's overall leadership development,
 - b. And I invite you to apply to join one of our [Flagship Cohorts](#), training with outstanding mid-career professionals from this and other companies."

To the Journey Then!