

# The Coaching Mindset: The “How”

It is the personal presence of the coach or coaching leader that is the game-changer. We call the following practices *“The Core Four.”* Each practice fosters *The Coaching Mindset*. And each practice may call for slowing your pace—just a little.

## Respect

*Coaches express respect for others’ goals, agenda, opinions, confidences and resourcefulness.*

- ✓ Ask questions. Ask permission. Listen for the *“I-coulds.”* Be patient with discomfort.

## Energy

*Coaches study and use their personal energy, judgment, values, experience and intuition.*

- ✓ Understand the deep influence of your own voice, mood, breath and posture. The more you know, the more chosen (instead of reactive) you can be as you manage, lead and influence.

## Acknowledgment

*Coaches acknowledge the admirable. saying what they see in the character, actions, strengths, self-responsibility and vision of others. Their words are genuine and clear, marked by both grace (support) and truth (directness and challenge).*

- ✓ The most useful acknowledgment/feedback/perspective is delivered authentically, specifically, respectfully and close to the event. It speaks to what is changeable and growing.

## Listening

*When a strong coach listens well—usually beyond the actual words—they inspire clarity, energy and possibility. They evoke awareness. We call this *“level 3”* listening. You are listening for the most useful questions to ask vs. simply keeping a list of great questions.*

- ✓ Listening well matters even more than the amount of time spent. And, along with clarity and energy, it even may inspire deeper levels of intelligence, courage and self-efficacy.

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# The Coaching Mindset: The “What”

As a coach or coaching leader, you build on an alliance of trust, on clear agreements and on clarity about the purpose of the conversation--the agenda.

Your personal presence inspires the rhythm of exploration/experimentation.

## You Explore/Realize

You are actively engaged and curious.

*“What would you like to work on? How will you know we are making progress?”*

*What are the personal strengths and values you could bring to this opportunity/challenge? Who else is in your thinking as we talk about this? How is this big enough to matter to you?”*

*Awareness can be curative: When you know, you can do something.*

## You Find the Experiment/Next Step

Your active presence inspires initiative. Your coachee begins to identify the next possible & desirable moves.

*“What could you do? What will you do? Do you need a plan? Who will know? “What will happen between now and the next time we talk?”*

*Maybe your coachee figures out what they didn’t know they knew.*



*Your coachee leaves the conversation with a next step.*

*Maybe their next step is to reflect—maybe it is to make a bold move.*

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# The Coaching Leader's Arena

You know how a great driver in a great car shifts smoothly through the gears—hitting the right one for the right conditions at the right moment? That's how we see the **Arena** in which a coaching leader must operate every day.

Most leaders have a quadrant that is their "default" gear. Then, as they begin to experiment with their personal **Coaching Gear**, they become better drivers overall.

The surrounding **blue** circle? Think of that as your coaching presence--your foundational **mindset** as you to move thoughtfully and fluently around the arena. You are less automatic. The surrounding **gold** circle? That's the extra boost and support of getting to work on the inside of a coaching culture.

