

# Essential Competencies in *Coaching*




**Unconscious  
Incompetence**


**Conscious  
Incompetence**

**Conscious  
Competence**

**Unconscious  
Competence**





Coaching =  partnership  
dialog

# COACH

- Good listener

- Oriented on
    - future
    - objectives
    - ambitions
- measurable
- 
- The diagram illustrates the concept of being 'Oriented on' three specific areas: 'future', 'objectives', and 'ambitions'. These three items are listed vertically and connected by orange lines to the phrase 'Oriented on'. A blue bracket on the right side of these three items groups them together, with the word 'measurable' written next to the bracket. The background of the slide features a large, faint image of a hand holding a pen, as if writing on a whiteboard, and a blue silhouette of a person standing on the left side.

# Coaching – oriented on solutions

- The Coach
  - is not an expert nor a technical person
  - uses some tools to help the *client* to find the **solution**
  - oriented on finding solutions not on analyzing the problem

The client is the person who will choose between many possible **solutions** (delegation)

# Coaching

- ≠ Training
- ≠ Mentoring
- ≠ Consulting
- ≠ Counseling
- ≠ Therapy

Ask

Rescuing  
Counseling

Coaching  
Developing

Problem

Solution

Management  
Consulting

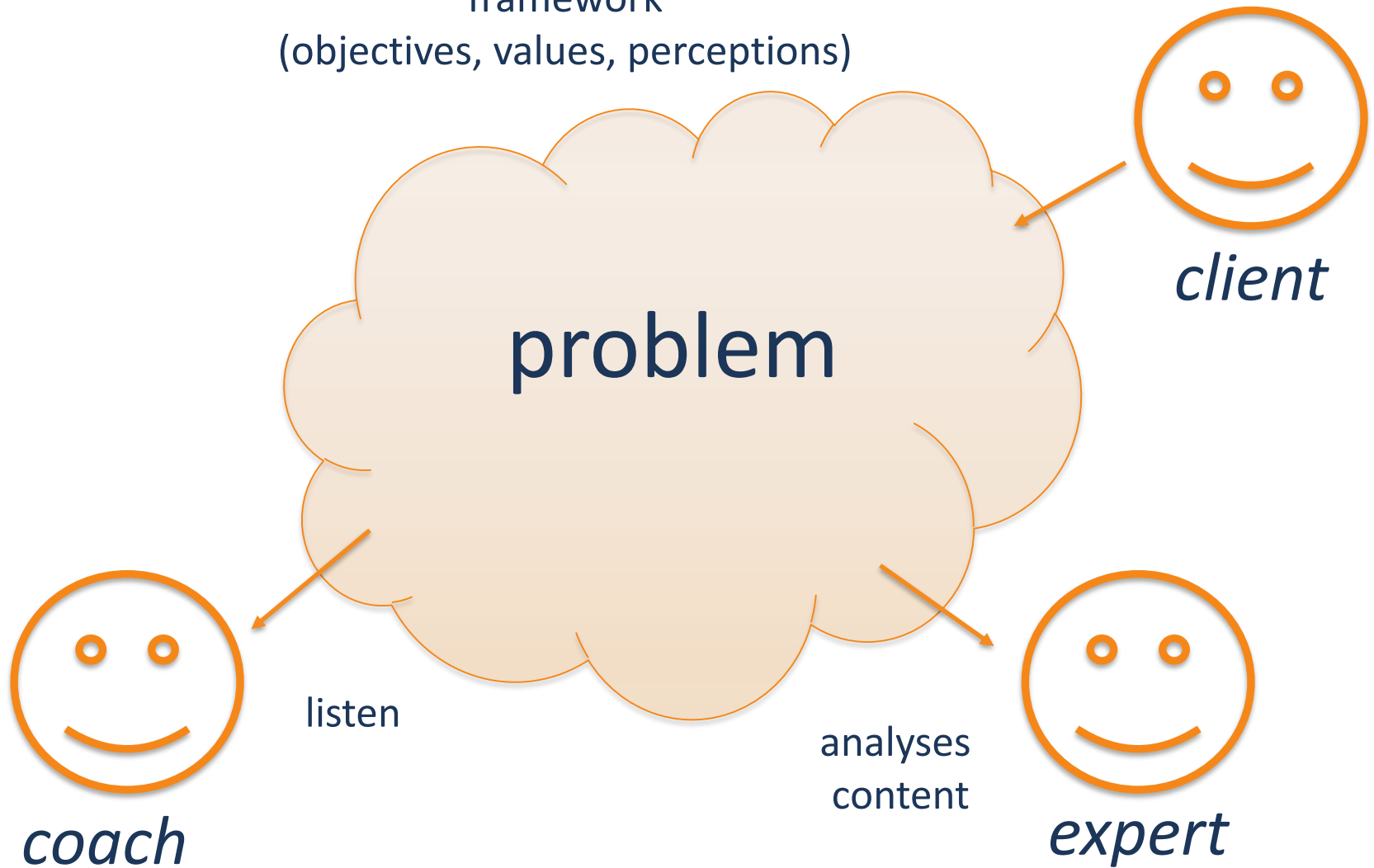
Training  
Mentoring

Tell





framework  
(objectives, values, perceptions)



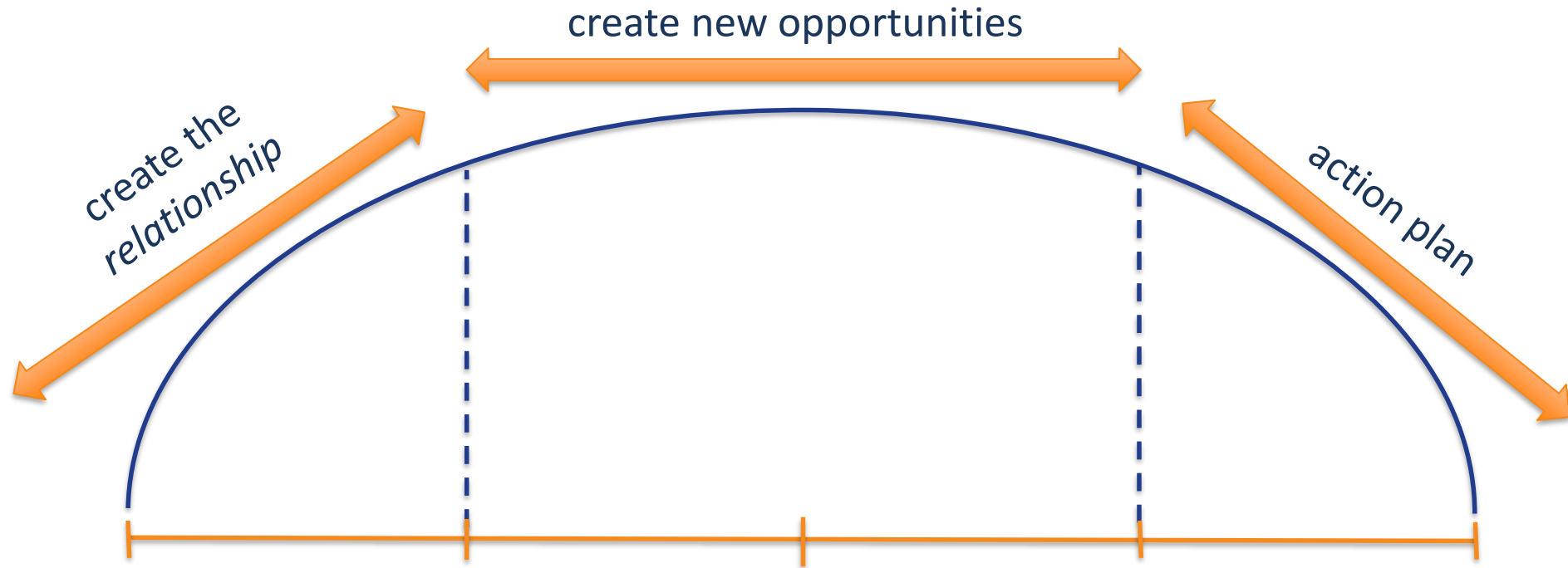


# Benefits of Coaching

- Performance improvement
- Efficiency growth
- Better time management
- Better crisis management
- Establish a clear direction of development



# Structure of Coaching Session



# Coaching approaches

The background of the slide features a soft-focus image of a hand holding a blue pen, positioned as if about to write. To the left, there is a faint, stylized silhouette of a person wearing a business suit and tie, standing with their hands in their pockets.

- Coach-client relationship
- Individual / Group / Team
- Live / Delayed in time
- Short / Long
- Prescribed by others / Voluntary
- Face to face / On the phone
- Remedy / Performance
- Formal / Informal



Tools

active listening

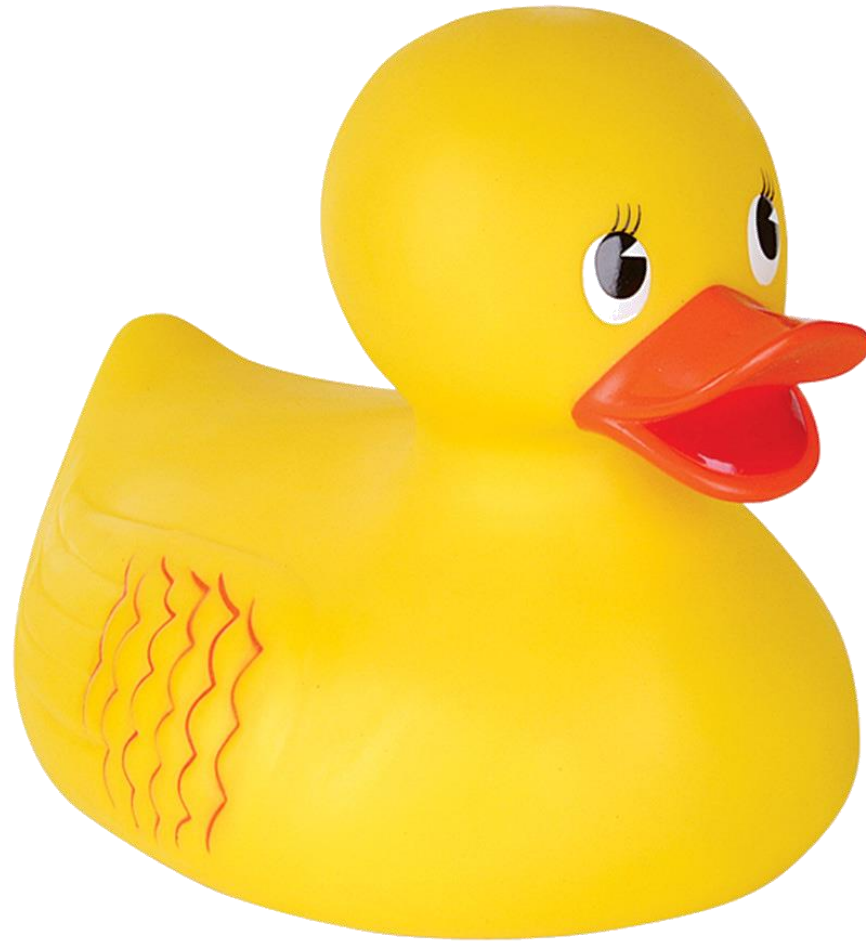
appropriate questions

# Coaching techniques

- Silence
- (Active!) Listening



# *"Rubber Duck"* debugging





# *"Rubber Duck"* debugging

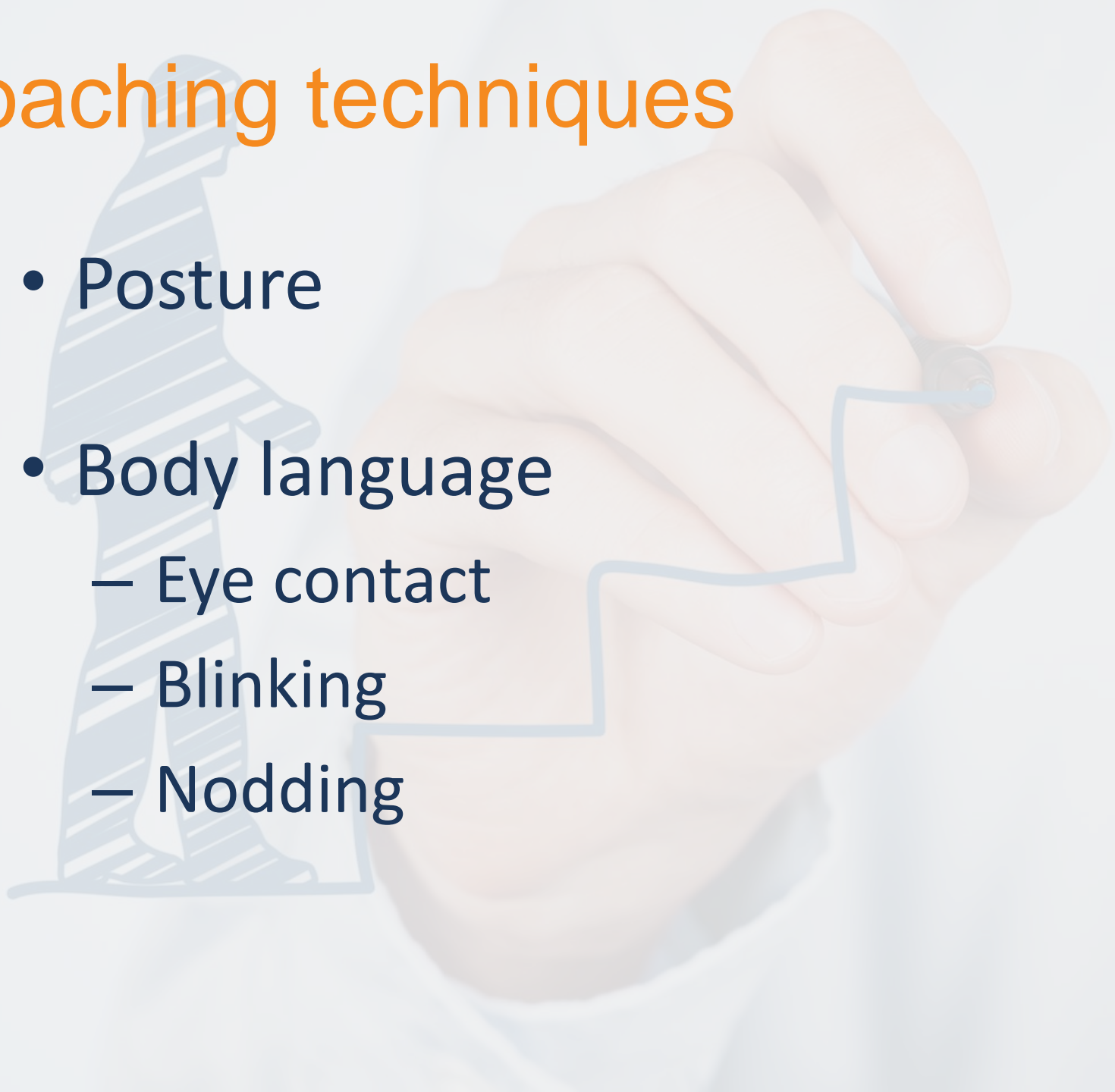


[rubberduckdebugging.com](http://rubberduckdebugging.com)



# Coaching techniques

- Posture
- Body language
  - Eye contact
  - Blinking
  - Nodding



# Coaching techniques

The background of the slide features a soft-focus image of a hand holding a blue pen, positioned as if about to write. To the left, there is a faint, light-blue silhouette of a person in a business suit, standing and facing right. The overall aesthetic is professional and clean, with a light blue and white color palette.

- Verbal punctuation
- Last word repetition (mirroring)
- Questions about/repetition of key words

# Coaching techniques



- Positive reinforcement
  - "Good work. You seem to have gotten to an important issue",
  - "Congratulations on your work and results",
  - "I admire your honesty with yourself",
  - "You are really displaying a lot of courage here",
  - "I love your insights!",
  - "You are very creative with your search for solutions",
  - "You are making really good progress here"
  - "That sounds important to you!"

# Coaching techniques

A background illustration featuring a large, light-skinned hand holding a blue pen, positioned as if about to write. To the left, there is a faint, blue silhouette of a person standing and facing right. The overall background is a light, neutral color.

- Validations and acceptances
  - “I have difficulty trusting people in my work environment”
  - “In some environments, that can be considered a healthy attitude, don’t you think?”
  - "I know what you mean"
  - "I've been there and reacted in exactly the same way"

# Coaching techniques

- Humour
  - ≠ sarcasm
  - ≠ irony
  - ≠ making fun of someone



# Coaching techniques

A background illustration featuring a large, light-skinned hand holding a blue pen, positioned as if about to write. To the left, there is a faint, blue line-art sketch of a person in a business suit, standing and facing right. The overall style is clean and professional, with a light blue and white color palette.

- Asking for permission
  - “May I interrupt?”,
  - “Can I ask you a question?”,
  - “May I express a personal perception?”,
  - “May I share my feeling?”,
  - “I’d like to offer a thought, if I may?”.
  - "May I offer a provocative question here?"



# Coaching techniques

The background of the slide features a large, semi-transparent image of a hand holding a pen, positioned as if about to write. To the left of the hand is a blue silhouette of a person in a business suit, standing and facing right. The overall aesthetic is professional and clean.

- Invitation

- “Are you ready to start this session?”
- “Which way would you like to proceed?”
- “Do you want to take a short break?”
- “Are you ready to work on an action plan?”
- “Should we start concluding on this?”

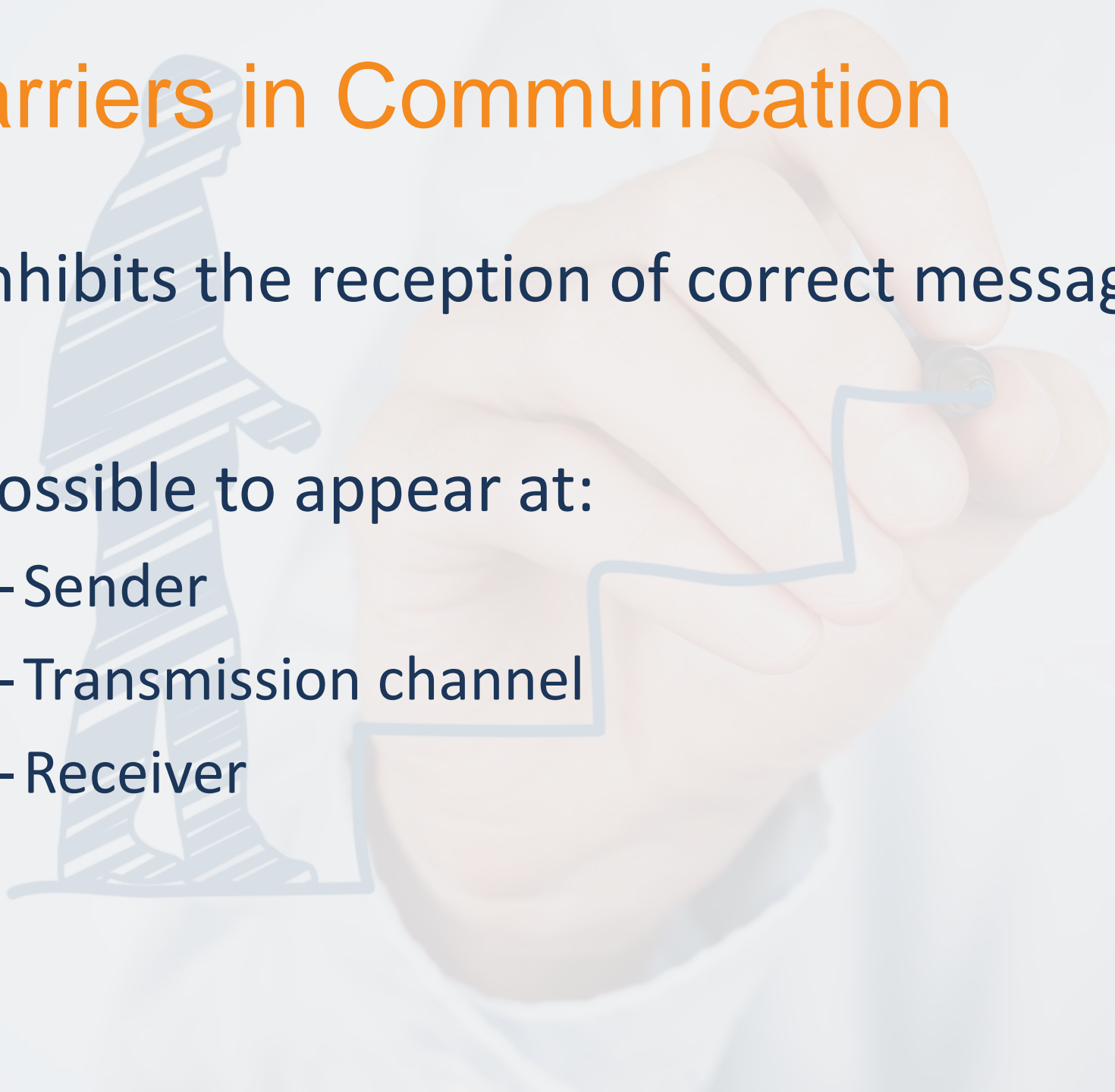


# Communication techniques in coaching

- Communication 
  - verbal
  - non-verbal
- Feedback
- Barriers in communication

# Barriers in Communication

- Inhibits the reception of correct message
- Possible to appear at:
  - Sender
  - Transmission channel
  - Receiver



# Coaching techniques

- Expressing feelings
  - “I am deeply moved by what you just said”,
  - “I am in admiration of the meticulous way in which you design your action plans.”



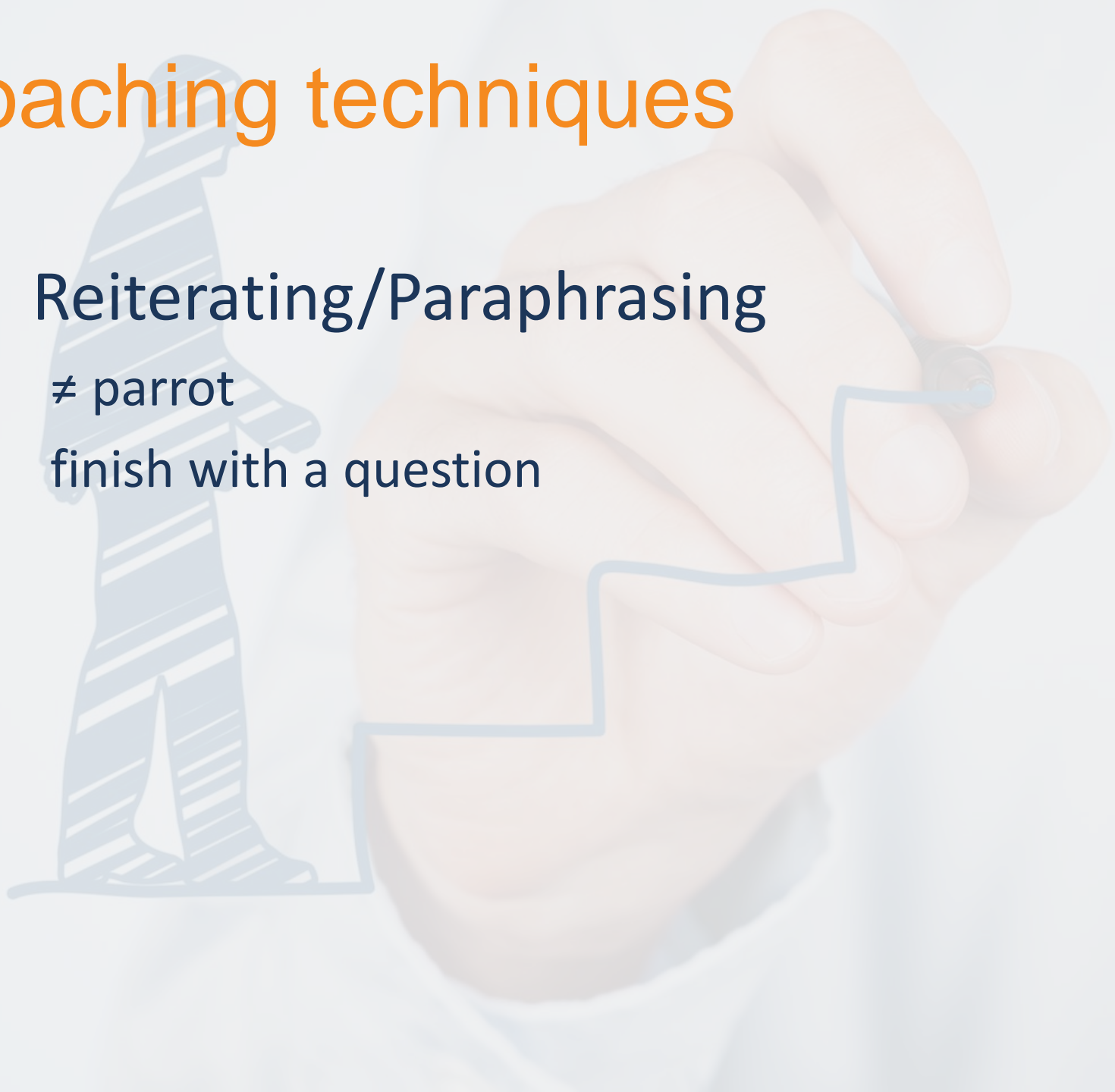
# Coaching techniques



- Expressing perceptions
  - “It seems to me that so far, you are feeling quite satisfied with the progression of your career. Would you say that?”
  - “I have the impression this last option you have presented is not really the most motivating for you. Is this correct?”
  - “From the moment you have expressed changing employers, your face seemed to express more excitement. Does that correspond to your feelings?”

# Coaching techniques

- Reiterating/Paraphrasing
  - ≠ parrot
  - finish with a question



# Coaching techniques

- Offering metaphors

- metaphor
- image
- popular saying
- analogy

! be short





# Coaching techniques

A background illustration featuring a large, light-skinned hand holding a blue pen, positioned as if writing. To the left, there is a faint, blue silhouette of a person in a business suit, standing and facing right. The overall style is clean and professional, with a light blue and white color palette.

- Precaution
  - “I may be wrong but...”,
  - “I am not sure about an impression but...”,
  - “I don’t know if I understood correctly but...”,
  - “I’m not sure I follow you, but...”,
  - “This may be a personal projection, but ...”,



# Coaching techniques

The background features a faint, stylized illustration of a person in a business suit on the left and a large hand holding a pen on the right, both rendered in a light blue and orange color scheme.

- Commenting on the coaching relationship
  - “I feel that **we** are understanding each other better and our work is becoming more efficient. What do you think?”
  - “I feel that there is more trust between **us**, and that helps your work. Would you agree with this?”
  - “I feel that **we** are getting stuck; what do you suggest we do?”

# Coaching techniques

A background illustration featuring a large, light-skinned hand holding a blue pen, positioned as if writing. To the left, there is a faint, blue silhouette of a person wearing a striped shirt and a tie, standing with arms slightly out.

- Expressing feelings
- Expressing perceptions
- Reiterating/Paraphrasing
- Offering metaphors
- Precaution
- Discussion about coaching relationship

# Coaching questions

- rhetorical questions
- simple / complicated
- neutral / leading
- open / closed
- active / analytical
- ~~WHY?~~ → HOW?

# Practical Oriented Questions

The background features a faint, stylized illustration of a person in a business suit on the left and a large, detailed hand on the right, both rendered in a light blue and orange color scheme.

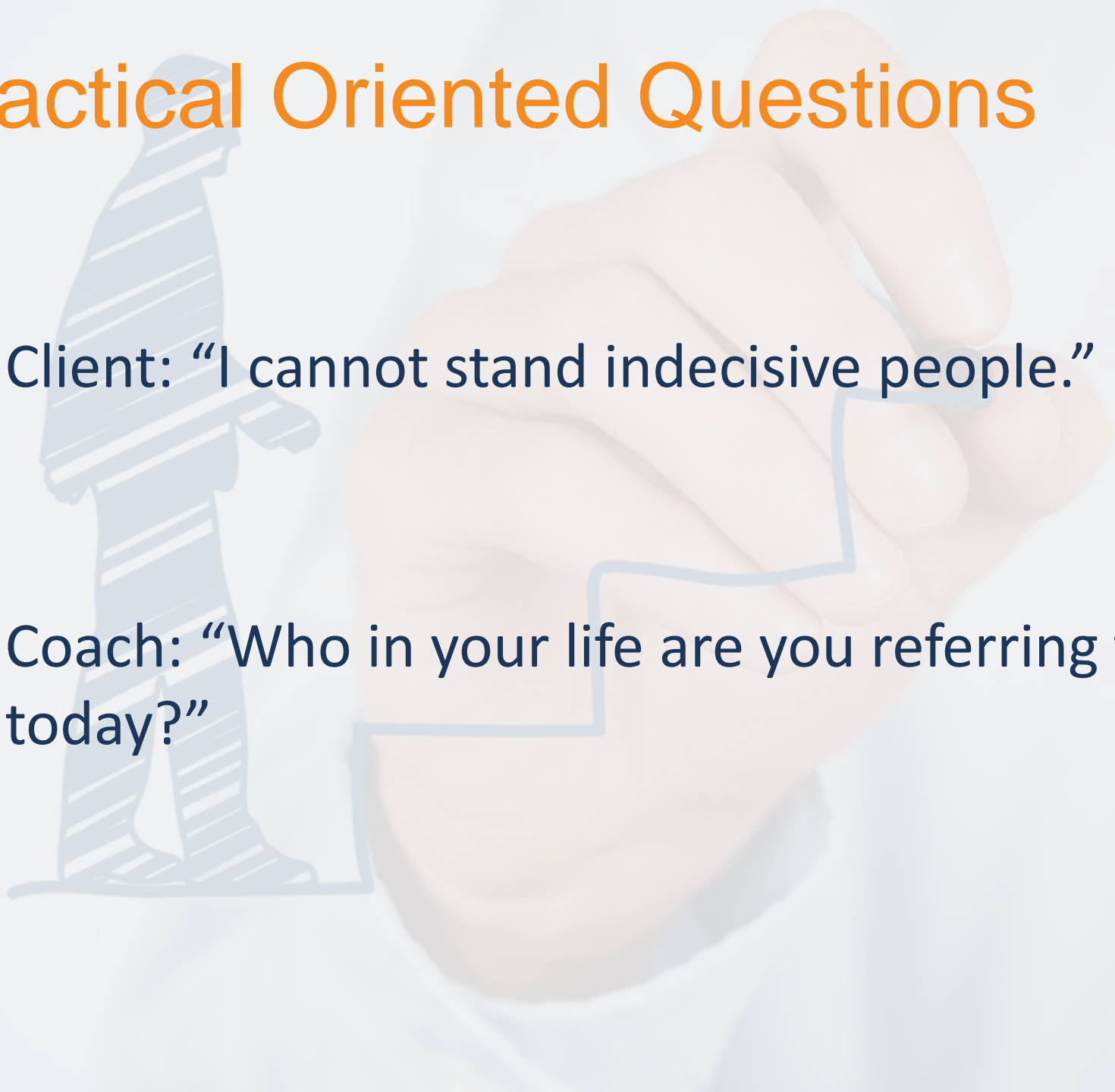
Client: “I can’t seem to finish my projects.”

Coach: “Can you give a precise example of an ongoing project you would like to finish?”

# Practical Oriented Questions

Client: "I cannot stand indecisive people."

Coach: "Who in your life are you referring to today?"



# Practical Oriented Questions

A background illustration featuring a large, light-skinned hand holding a blue pen, positioned as if writing. To the left, there is a faint, stylized silhouette of a person in a business suit, standing and facing right. The overall background is a light, neutral color.

Client: “I would like to improve the relationships with my employees”

Coach: “Starting with which employee, if you were to focus on a practical example?”



# Coaching questions

- Used to provoke the client to think, feel or react differently about the issue at hand
- The coach explores the general framework that underlies the way the client considers an issue and the way the client searches for options in order to help expand those processes



# Strategic Questions

The background of the slide features a light blue and white color scheme. On the left, there is a faint, stylized silhouette of a person in a business suit. On the right, a larger, more detailed image shows a hand holding a blue pen, with a blue line being drawn on a surface. The overall aesthetic is professional and modern.

- Ideal solution
  - What is your ideal outcome?
  - What is your best possible scenario?
  - If you really dared to formulate your deepest hopes, what would you say?
  - What is your ultimate possible goal?
  - In the best of all possible worlds, what would be your ultimate wish?
  - If the situation were perfect, what would it look like?

# Strategic Questions

- Magic

- What would you do if you had a magic wand?
- If you had a « genie » that could grant you three wishes, how would you go about solving this issue to perfection?
- What would your favorite hero (role-model, guru, etc.) do in this situation?
- What would you do to make things right, if you had unlimited super powers?
- If you consulted the old wizard (good witch) in yourself, what would he (she) say?

# Strategic Questions

The background of the slide features a soft-focus image of a hand holding a blue pen, positioned as if about to write. To the left, there is a light blue silhouette of a person in a business suit, standing and facing right. The overall aesthetic is professional and contemplative.

## Future Projection:

- Imagine yourself in 5 years when everything is exactly as you wish.
    - How have you changed from what you are today? (or)
    - Can you describe your environment? (or)
    - Can you make an inventory of your successes ?
- (THEN) How have you achieved this?

# Strategic Questions

## Future Projection:

- If you project yourself several years forward and imagine the problem is totally solved. Can you describe it?
  - (THEN) What have you done to reach that satisfactory outcome?
- Pretend that you have solved your issue in the most satisfactory possible way,
  - What is the final result? (or)
  - Can you describe how you feel ?(THEN) What did you do to get there?

# Strategic Questions

A background illustration featuring a large, realistic hand in the foreground, holding a blue pen and drawing a simple stick figure on a light blue surface. The stick figure is positioned to the left of the hand, appearing to be in the process of being drawn. The overall aesthetic is clean and professional, with a focus on the act of strategic planning or drawing.

- Past Strategies
  - Have you already faced similar situations (problems, types of people, apparently unattainable goals, etc.) in your past ?
    - (THEN) How did you go about implementing a successful outcome?



# Strategic Questions

- Space mobility
  - What is your perception of "her" problem?
  - What really original advice would you give yourself?
  - What resource do you think "he" could use?
  - What obvious potential outcome is "she" not even considering?
  - If you were "his" personal counselor, what would you say to help "him" out?



# Strategic Questions

A faint background illustration featuring a large hand holding a blue pen, poised to write. To the left, a person in a striped shirt is seated at a desk, working on a laptop. The overall style is clean and professional, with a light blue and orange color palette.

- Worst Scenario
  - What is your most catastrophic option?
  - If the situation became as dramatic as possible, what would it be like?
  - If you wanted to fail every inch of the way, how would you go about it?
  - If it was your goal, how would you go about provoking your whole team to turn against you?

# Strategic Questions

- Reverse Affirmations

- What would you do if this apparently difficult problem was really an opportunity to start considering very important changes?
- How could you react to this apparently « negative situation » if it was really a solution to a lot of your problems?
- What must you start changing in yourself to welcome this apparently disruptive event, in the positive way it really deserves?
- If this problem was actually an opportunity for you to grow, what would you start changing in yourself?
- How is this « problem person » offering you an opportunity to learn something very important about yourself?

# Strategic Questions

- Change Subject
  - If this apparent problem didn't use up all your time and energy, what do you really want to do with yourself and your life?
  - If you didn't spend so much time banging your head on the wall in front of you, where is the door that opens towards your future?
  - Can you tell me, in one short sentence, what your really fundamental life objective is, beyond all this information?

# Strategic Questions



- Think small
  - What could be your first smallest step in the right direction?
  - What would be a first easy act that would get you started down the right path?
  - Now if you cut up your challenge up into ten equal pieces, what first obvious chunk would you could consider facing right away?
  - What is the first smallest possible immediate change for you?

# Strategic Questions

- Systemic questions
  - "Michael, when your team leader manifests impatience during your team meetings, who do you perceive is the first team member to acknowledge that and offer support?"
  - "When your executive assistant expresses personal stress due work overload within the team, which team member is the first to express understanding? Which team member will first help to look for solutions?"



# Strategic Questions

A background illustration featuring a large, light-skinned hand holding a black pen, positioned as if about to write. To the left of the hand is a faint, blue silhouette of a person in a business suit, standing and facing right. The overall style is clean and professional, with a light blue and white color palette.

- Systemic questions
  - "Brenda, when it is time for the team to get focused on a new project, who are the usual three most motivated volunteers?"
  - "Susan, who are the two team members most likely to disagree with each other during meetings, no matter the issue or the subject at hand?"



# How we are evaluating if coaching session was effective?

- Establish success indicators
- Establish time period
- Establish tools

# SMART Objectives



# Coaching models

**G - Goal**

**R - Reality**

**O - Options**

**W- Will / Way Forward**





## Way Forward

- What are the actions?
- Commit to action
- What are the steps?
- Timing and action plan

## Options

- What can you do to bridge the gap?
- What are the options?
- Who can help you?
- What do you need?
- Brainstorm

## Reality

- Where are you now?
- What is the reality?
- Ask for self-assessment
- Get feedback

## Goal

- What do you want to achieve?
- What is the ideal?
- What are your objectives?