


Growth Mindset & Coaching & Feedback workshop

Rab Máté, 2018.03.24.





Cégünk legnagyobb értéke
este hazamegy, és csak
remélhetjük, hogy
holnap visszatér hozzánk.

Agenda

9.00 - Start
<ul style="list-style-type: none">● Bemutatkozás és csapatalkotás● Growth Mindset vs. Fixed Mindset● Vezetői értékek csapatfeladat
11.00 - Szünet
<ul style="list-style-type: none">● Coaching alapú vezetés és csapatfeladatok
13.00 - Tányérszervízes ebéd
<ul style="list-style-type: none">● Visszajelzés adás és csapatfeladatok● Záró feladat
16.00 - Zárás



Why Manage?



**People join companies,
but leave managers.**

Google Project Oxygen findings

A High-Scoring Manager ...

1. Is a good **coach**
 2. **Empowers** team and **does not micromanage**
 3. Creates an **inclusive team environment**, showing **concern for success and well-being**
 4. Is **productive** and **results-oriented**
 5. Is a good **communicator** – listens and shares information
 6. Supports **career development** and **discusses performance**
 7. Has a clear **vision/strategy** for the team
 8. Has key **technical skills** to help advise the team
 9. **Collaborates** across Google
 10. Is a strong **decision maker**
-



Mindset

FM Praise GM

win because w a winne
then when
must make us ser.”
- Josh Wai

Mindset + Values

mindset

'mīn(d)set/, *noun*

The established set of attitudes held by someone.

+

values

'valyoō/, *noun*

A person's principles or standards of behavior;
one's judgment of what is important in life.

**An individual's mindset and values can be unconscious and deeply rooted.
However, both can be intentionally practiced and aligned over time.**

Fixed Mindset vs. Growth Mindset

Intelligence is static

- Desire to look smart
- Avoid challenges
- Give up easily when faced with obstacles
- See effort as fruitless or worse
- Ignore negative feedbacks
- Feel threatened by the success of others

Intelligence can be developed

- Learn new things
- Embrace challenges
- Persist in the face of setbacks
- See effort as the path to mastery
- Learn from criticism
- Find lessons and inspiration in the success of others



Coaching

Coaching Overview

What

**Define
Coaching**

When

**When
should I
coach?**

How

**Skills of
coaching**

GROW

Defining Coaching

“Pure” Coaching

- Actively listen
- Ask powerful questions
- Raise awareness around “blind spots”
- Challenge thinking and deeply held beliefs
- Make requests for new action

Google Project Oxygen Definition

- Provide specific & timely feedback
- Balance positive (*motivational*) & negative (*developmental*) feedback
- Understand unique strengths & development areas of each person
- Tailor coaching to the individual & situation
- Suggest solutions
- Have regular 1on1

Coaching is unlocking a person's potential to maximize their own performance. It is helping them to **learn** rather than teaching them.

***Source:** Sir John Whitmore, Coaching for Performance, Third Edition (2002)*

When should I coach and when to avoid?

- When working with **high-potentials**
Coaching fosters their long-term development
- When working with **knowledge workers**
The “expert” leadership role has limitations when workers may be more knowledgeable than the boss
- When **commitment** trumps **control**
When securing employees’ commitment and intrinsic motivation is more important than controlling them, coaching is the best approach
- When the issue is around **managing relationships**
e.g. stakeholder management, how to motivate others
- When dealing with serious **underperformers**
Coaching is not a performance plan
- When **you do have the answers**. If you know exactly how work must be done, direct instruction is better than inquiry
If a question has just one answer, people feel quizzed
- When **task control** is more important than **commitment**
In doing routine tasks for example
- If the coach believes the **coachee cannot achieve the goal**
An important aspect of coaching is having a growth mindset. If this is the case, question your assessment before acting.
- When there are **safety** or **legal risks** involved

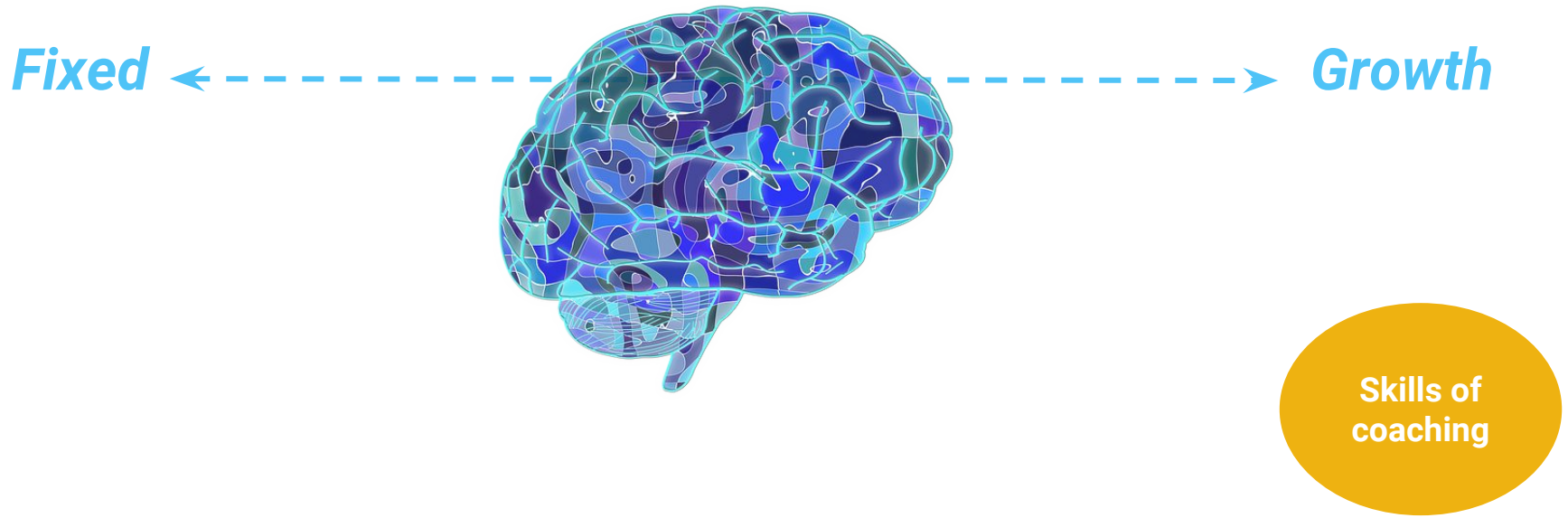
Ed Batista, “Keys to Coaching Your Employees”
Harvard Business Review (March 2014)

1. Be fully present for and focused on the coachee

In preparation, try to clear your mind and minimize distractions:

- Choose a location that's private and quiet
- Silence and put away devices (laptops, phones etc.)
- Bring pen and paper for notetaking
- Schedule a little buffer time before and after
- Ground yourself and/or meditate right before

2. Be aware of your own mindset and that of the coachee



3. Practice empathic listening

Hearing what the other person is saying

- Attention is squarely focused on the other person
- Listening to their answers
- Asking follow-up questions
- Paraphrasing and clarifying



Noticing other person's energy, mood, tone of voice

- Listening & looking for impact on the person – high or low energy?
- What *isn't* being said?
- Listening to your gut / intuition & naming it
- Expressing empathy e.g. "I hear you are frustrated by XX"

Skills of
coaching

3. Practice empathic listening

“Focused attention on coaching is more important than the time spent. What matters most is listening so the other person feels heard. Eliminate distractions and cultivate a sense of presence in the moment.”

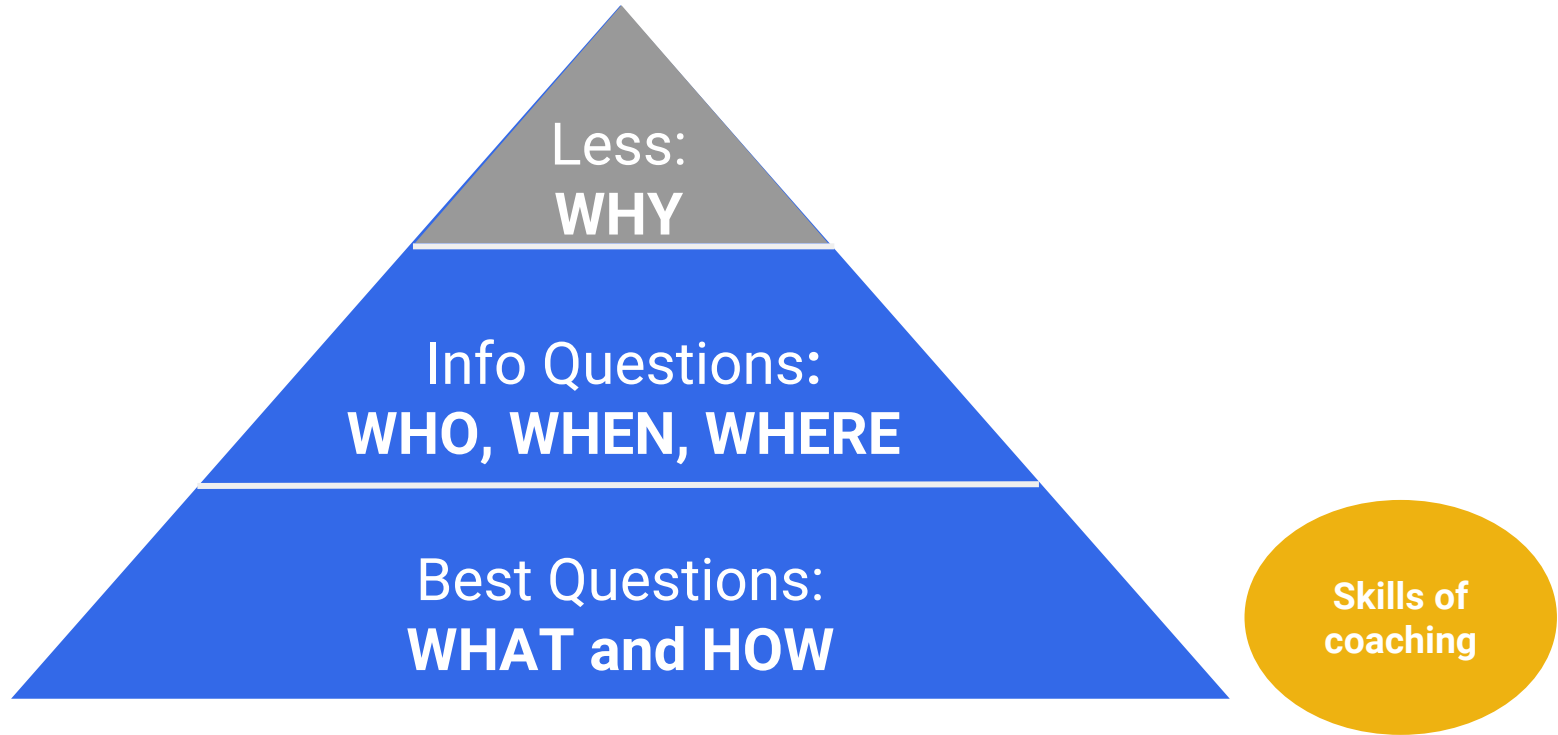
Ed Batista

“Keys to Coaching Your Employees”

Harvard Business Review (March 2014)

**Skills of
coaching**

4. Ask open-ended questions to facilitate coachee's own insight



GROW Model



Source: The GROW Model was developed by Graham Alexander, [Alan Fine](#), and [Sir John Whitmore](#)

GROW is effective when...

The Coachee

- wants to be coached to help them move forward
- chooses what they want to be coached on - brings their own challenge or issue

The Coach

- reflects on own assumptions
- acts as a facilitator
- structures the conversation towards *some* resolution
- let the coachee choose their next steps

True coaching does not happen often, because most of us find it hard to stop giving advice.

GROW

(G): Goal

Objective:

Establish the goal. Listen to what the coachee wants to change, and then structure this change as a goal that he/she wants to achieve.

Strategy:

- Ask questions to establish what the coachee wants to achieve



GROW

(R): Reality

Objective:

Describe the reality of the situation(s) today. The aim is to get the coachee to articulate the 'here and now' so that s/he can map out the journey ahead.

Strategy:

- Encourage objectivity, detachment and description, rather than judgment
- Focus on the impact of the issue on the coachee

Tip: Don't go too deep here!



GROW

(O): Options

Objective:

Determine the options. It's time to determine what is possible - meaning all of the possible options for reaching the coachee's goal.

Strategy

- Open brainstorming
- Go for QUANTITY of options vs. quality or feasibility first (you can evaluate the options later)
- If stuck, go back to Goal or Reality insights



GROW

(W): Will

Objective:

Commit to action. Get the coachee to commit to specific actions in order to move forward towards his/her goal. In doing this, you will help them establish their will and boost their motivation.

Strategy:

- Work towards commitments that support the Goal and are specific and measurable
- Coach can offer a challenge to push things further - coachee has the right to say "yes", "no" or "counter-offer"



GROW



Visszajelzés adás

How to Say It: SBI

SBI & What's Next

Situation	Behavior	Impact
describe the Situation	the behavior (what they did)	and the Impact of that behavior



then discuss & clarify, create options, agree on next steps



Special Situations

What if...

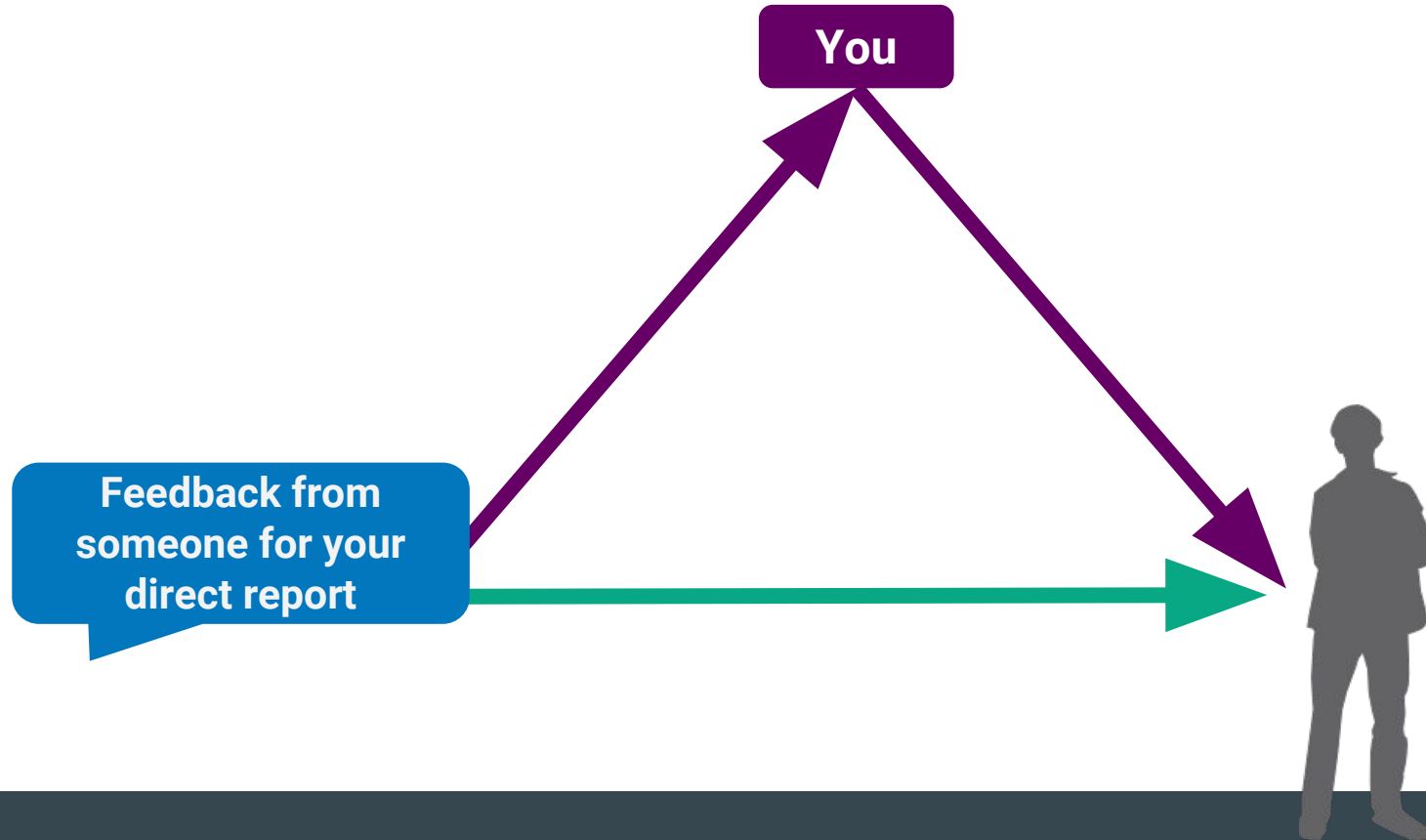


I **disagree** with
your feedback!



Situation	Behavior	Impact
double-check the facts here	direct may have had good intentions, but...	impact you felt or observed should be understood

Move away from feedback triangles



On your own: Use SBI

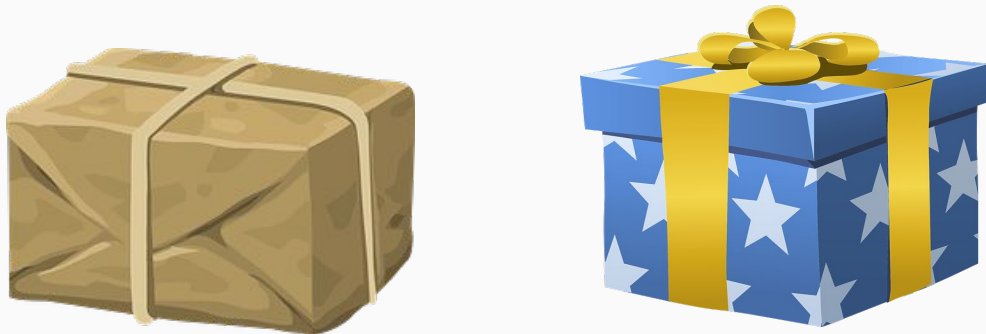
Prepare your feedback using these guidelines (5-10 mins):

- What is your **intention** to sharing this feedback?
- What would be a **successful outcome** of this feedback discussion?
- What was the **SITUATION**?
- What was the **BEHAVIOR** (what did the person do)?
- What was the **IMPACT** of that behavior on you and/or others?
- What **data** do you have to support your feedback?
- How will they **react**? How can you prepare yourself to their reaction?



Feedback Pitfalls

Do I give the **same quality of feedback** to each team member?

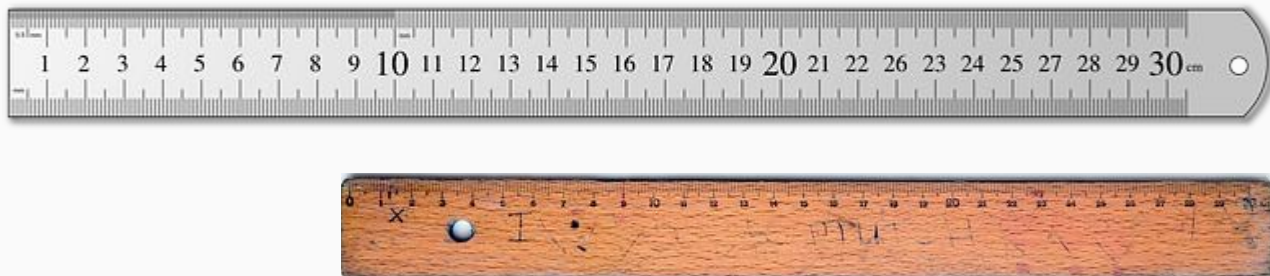


*Do some team members get **lower** quality feedback from me?*

*Are they **less** like me?*

*How can I **change** my routines to give the **high quality** feedback to everyone?*

Do I hold everyone to **consistent criteria**?



*Have I defined **criteria** for success clearly to **each**?*

*If he did it...or she did it...do I **judge** the impact differently?*

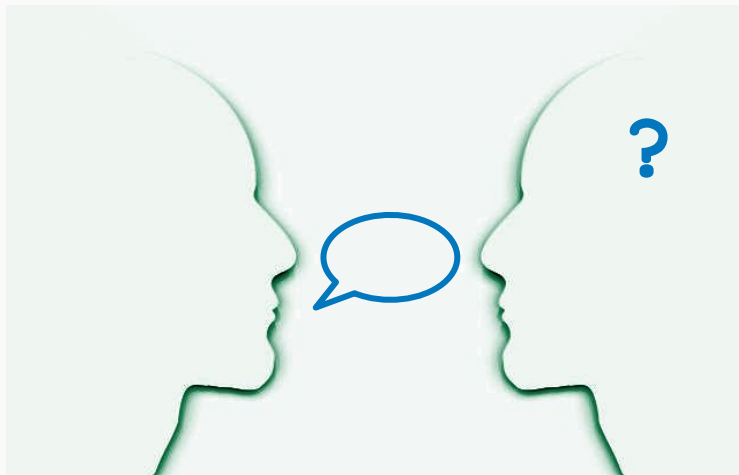
*Can I be mindful to apply the **same** criteria?*

Do I sometimes filter based on **assumptions**, and if so how can I avoid it?



*They just had a baby, would they **want** a new project that involves travel?
Can they **handle it** if I give a piece of tough feedback?*

Do I make sure my message was **understood**?



Even twin brothers could **misunderstand** each other.

The more **differences** we have, the higher the possibility that my message wasn't received quite as **intended**.

Be sure to recap, then ask to see what the direct thinks and **clarify** the message.

Feedback Pitfalls Recap

Do I give the
same quality of feedback
to each team member?

Do I hold everyone to
consistent criteria?

Do I sometimes filter
based on **assumptions**,
and can I avoid it?

Do I make sure my
message was
understood?

“Silence guarantees nothing will change”

— Alan Eustace
Retired Google SVP of Knowledge



Süvöltős László

laszlo@businessandbeer.hu

[LinkedIn](#)

Rab Máté

rab.mate@gmail.com

[LinkedIn](#)