

Coaching Skills for Nonprofit Professionals

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TODAY'S LOGISTICS

- Please MUTE, Camera **ON** if possible
- Technology – *Usually works!!*
- Please use **CHAT** for questions – we will try to get to them as they come in!
- Put ZOOM in **SPEAKER** mode (optional – recommended)

Hello & Welcome



Nicole Provonchee, Executive Coach

- Working Mother (boys ages 8 & 9)
- Founder, Bright Blue Consulting (2017)
 - Specialized Focus: Coaching Women Professionals
- 20 Years Corporate & Agency Roles
 - Strategy, Marketing, Communications, Sales
- CNM Consultant: Strategy & Coaching

Find a copy of the presentation at
<https://www.consultbrightblue.com/cnm-coaching>

Reach Out

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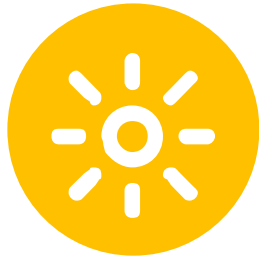


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AGENDA



Coaching: How You Do It



The GROW Coaching Model



Best Practices + Practicing!

MY ASK:

Invest in YOU.

Maintain Confidentiality

Share + Participate.

Be LEAN in Response.



COACHING: WHAT IT IS

 *(and is not)*

Coaching Defined

Wikipedia

“Coaching is a form of development in which an experienced person, called a coach, supports a learner or client in achieving a specific personal or professional goal by providing training and guidance. The learner is sometimes called a coachee.”



Coaching Defined

Marshall Goldsmith

“Measurable, sustained positive change in pre-selected leadership behaviors as determined by pre-selected key stakeholders.”



Coaching Defined

International Coaching Federation

“Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”





THE OLD WAY
**Command
& Control**

“As a manager, you knew what needed to be done, you taught others how to do it, and you evaluated their performance.”

- HBR



THE NEW WAY Leader as Coach

“managers give support and guidance rather than instructions, and employees learn how to adapt to constantly changing environments in ways that unleash fresh energy, innovation, and commitment.”
- HBR

Coaching Is Always...



Confidential



Respected Partnership

Coaching Is Always...



Confidential



Respected Partnership



Rooted in **Pain** +
Permission



Coach Listens *More*
and Talks *Less*

Coaching Is Always...



Confidential



Respected Partnership



Rooted in **Pain + Permission**



Coach Listens *More*
and Talks *Less*



Focused on Needs
of Coachee

(Not needs of Manager Coach)



Focused Conversation
with conscious adjustments

Coaches Come In All Shapes + Sizes

Assertive  Passive

No Process  Rigid Process

Emotionally Active  Detached

“Buttoned Up”  Laid-Back

Coaches Come In All Shapes + Sizes

Assertive  Passive

No Process  Rigid Process

Emotionally Active  Detached

“Buttoned Up”  Laid-Back

Are there others you can think of?

What Is A Coach?



YES

Thought Provoker

Trusted Guide

Thought Partner

Accountability Partner

Active Listener

What Is A Coach?



YES

Thought Provoker
Trusted Guide
Thought Partner
Accountability Partner
Active Listener



MAYBE

Advice-Giver
Storyteller

What Is A Coach?



YES

Thought Provoker
Trusted Guide
Thought Partner
Accountability Partner
Active Listener



MAYBE

Advice-Giver
Storyteller
Connector



NO

Mentor
Sponsor
Manager
(as an action, not as a role)
Therapist

Comparison of Roles

You manage two programs for your organization. A donor just called your CEO and complained about a recent poor experience with one of the two services. Her complaints are justified. The CEO is likely to say:

Manager – *Go do this now! I want to hear your side of the story – What happened? I would let them know what I have done to fix it and how it cannot happen again.*

Mentor – *I totally understand why this will happen. I remember when this happened to me. This is what I did. How can I support you?*

Coach – *How could we have done this differently? What went wrong – seek to understand, walk through to drive to clarity.*

Comparison of Roles

You manage two programs for your organization. A donor just called your CEO and complained about a recent poor experience with one of the two services. Her complaints are justified. You consult each person below. They are likely to say:

- **Coach:** “What do you think you should do next?” “What are your ideas?”
- **Manager:** “I need you call Ms. Akbari tomorrow and talk to her about her concerns.”
- **Mentor:** “One time, I managed through a similar situation. I learned that...”
- **Sponsor:** “Let me know how it goes, what you learned, and how you will improve so that I can continue to determine if I should sponsor you.”
- **Therapist:** “How do you feel about this feedback?”

Coaching

Situations Where **Coaching**
Works Best

Growth and Development
Root Cause
Issues the employees
wants to solve with leader
Younger/less experienced
people

VS

Directing or Managing

Situations Where **Directing or
Managing** Works Best

Employee having a hard
time processing
something, stuck
Deadline/Urgency
When it has to be right



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**Command
& Control**

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“managers give support and guidance rather than instructions, and employees learn how to adapt to constantly changing environments in ways that unleash fresh energy, innovation, and commitment.”
- HBR

COACHING: HOW YOU DO IT



Coaching Oversimplified



01

**SEE COACHING
OPPORTUNITY**

(either Coach or Coachee)



02

**ASK OPEN-ENDED
QUESTIONS TO
COACHEE**



03

**CONFIRM
COACHEE'S
NEXT STEPS**

First Step to Becoming a Coach

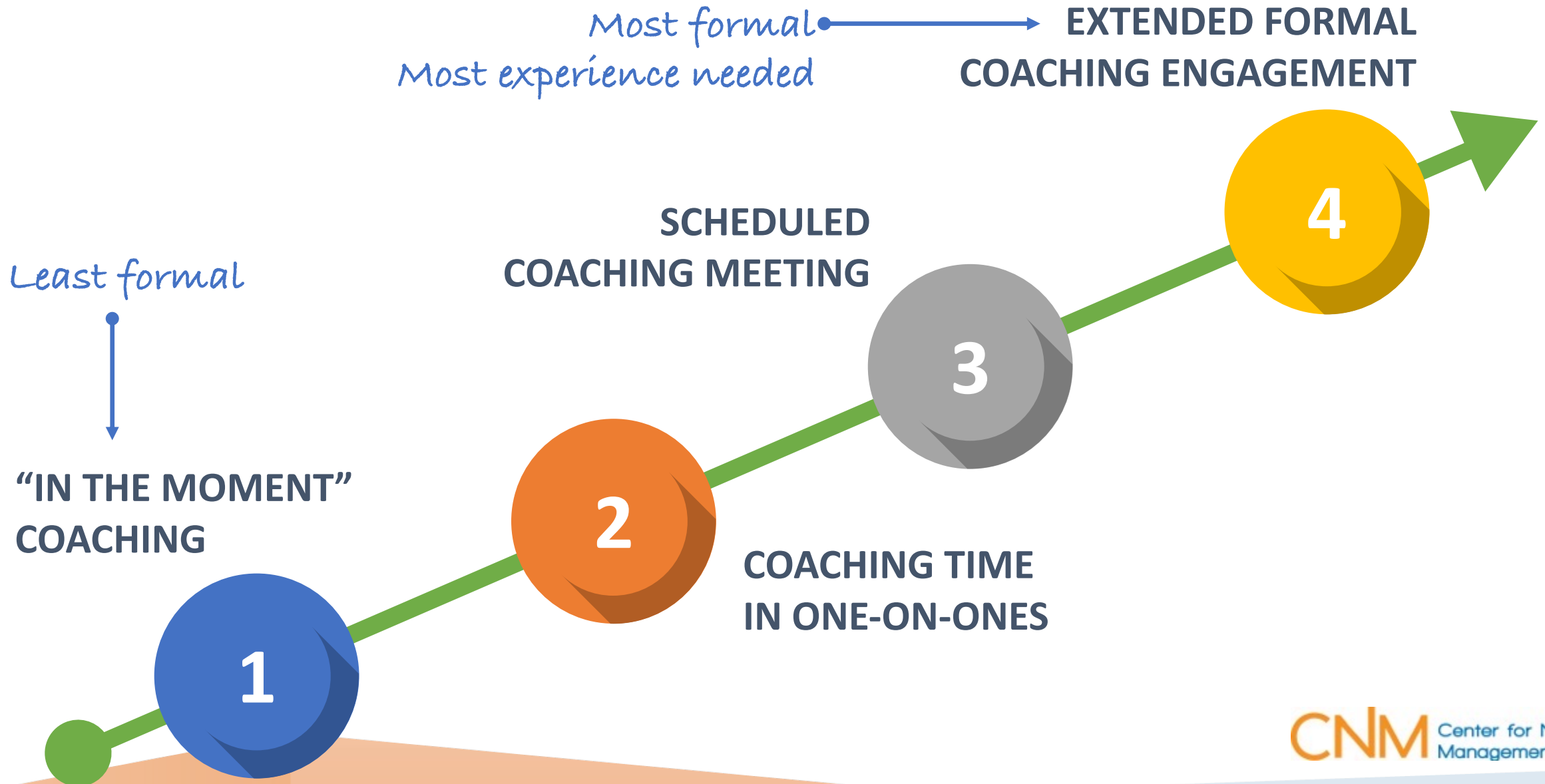


First Step to Becoming a Coach



Opportunities for Coaching





In the Moment Coaching

Hi! Have you got a sec?
What are we going to do
about Paul in our meeting
next week?



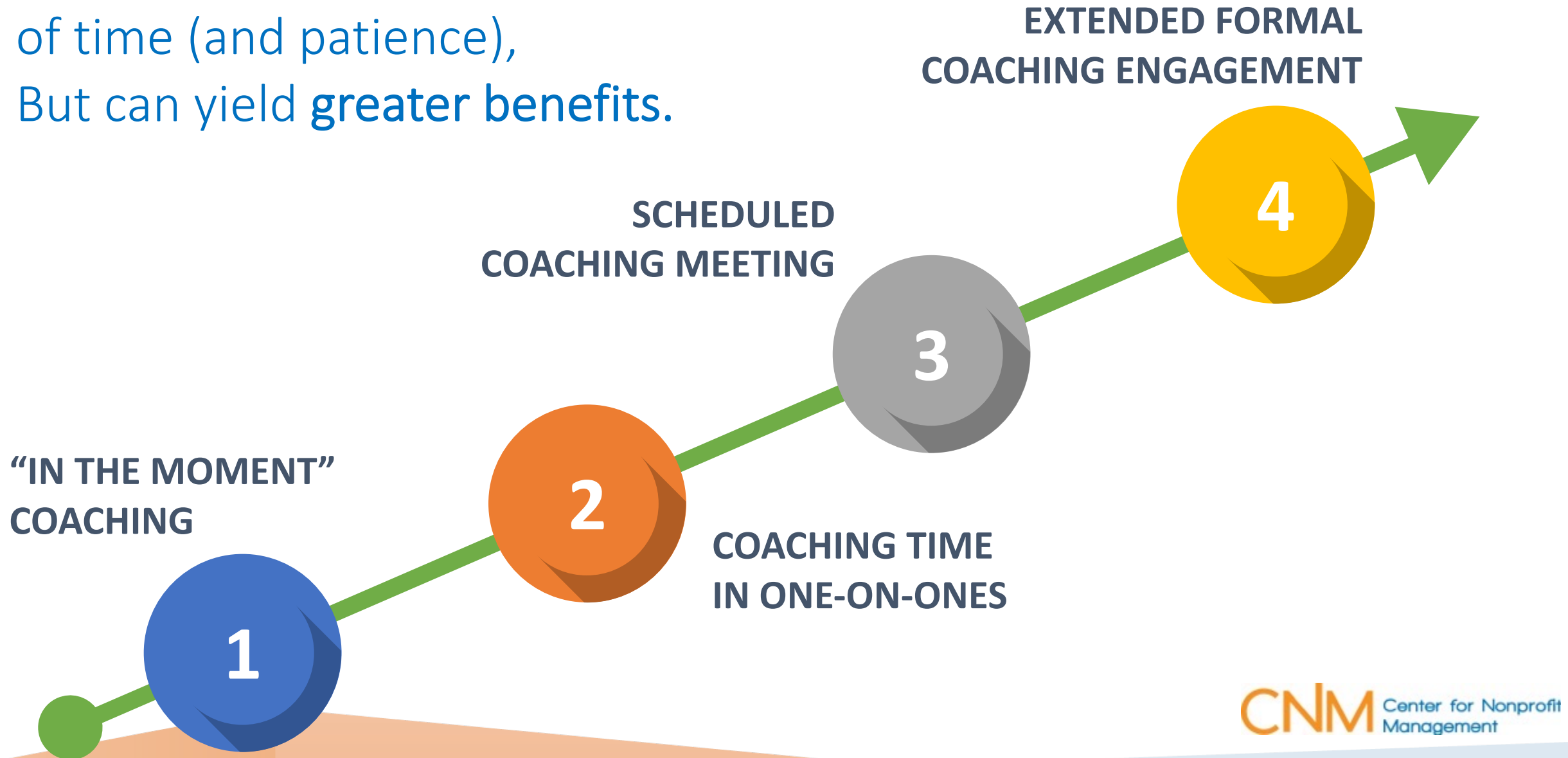
In the Moment Coaching

Hi! Have you got a sec?
What are we going to do
about Paul in our meeting
next week?

I have some ideas that I am
happy to share in a second.
But first, what are some of your
ideas?



Coaching requires an investment
of time (and patience),
But can yield greater benefits.



The GROW Model





Use Worksheet to jot down your favorite questions

The GROW Model



The GROW Model



Establish the **GOAL**

The GOAL is the desired end point, where the client wants to be. The destination must be clear.

- What do you want to talk about?
- What problem are you trying to solve?
What would solved look like?
- What do you want to achieve from this meeting/coaching session?
- What goal do you want to achieve?
- What do you really want?
- What outcome would be ideal?

The GROW Model

Open Up Conversation



Establish the **GOAL**

The GOAL is the desired end point, where the client wants to be. The destination must be clear.

- What do you want to talk about?
- What problem are you trying to solve?
What would solved look like?
- What do you want to achieve from this meeting/coaching session?
- What goal do you want to achieve?
- What do you really want?
- What outcome would be ideal?

Then, Get Specific

The GROW Model



Examine the Current **REALITY**

Help employee determine what is going on – beyond their initial perspective.

- What is happening now?
- What steps have you taken?
- On a scale of 1 – 10 on reaching your goal, where are you?
- What is required of you to get to your goal?
- What is stopping you?

Active Inquiry

Hint: Go slow. Let them talk. This is their processing time. Ask Questions, do not Advise.

The GROW Model



EXPLORE the Options

Determine what is possible and think through options to reach the GOAL

- What are your options?
- What are ways you could move forward?
- What would happen if you did nothing?
- What advice would you give a good friend?
- What is the hardest part of your solution?
- What could be your first step?

Identify Next Steps

Hint: Try to tame the advice monster. If they are missing an big possibility, give them time and then make a suggestion. Do not direct, just suggest.

The GROW Model



Establish the **WILL**

Make a plan for what you will DO and how you will monitor progress

- What will you do now? When will you start?
- Tell me your plan to reach your goal.
- What is your plan to ensure success?
- What obstacles might you encounter and how will you manage through them?
- What resources/support do you need?
- How will you know when you are successful?

Confirm Commitment

The GROW Model



COACHING: BEST PRACTICES



Best Practices: Body Language



Best Practices: Open Ended Questions

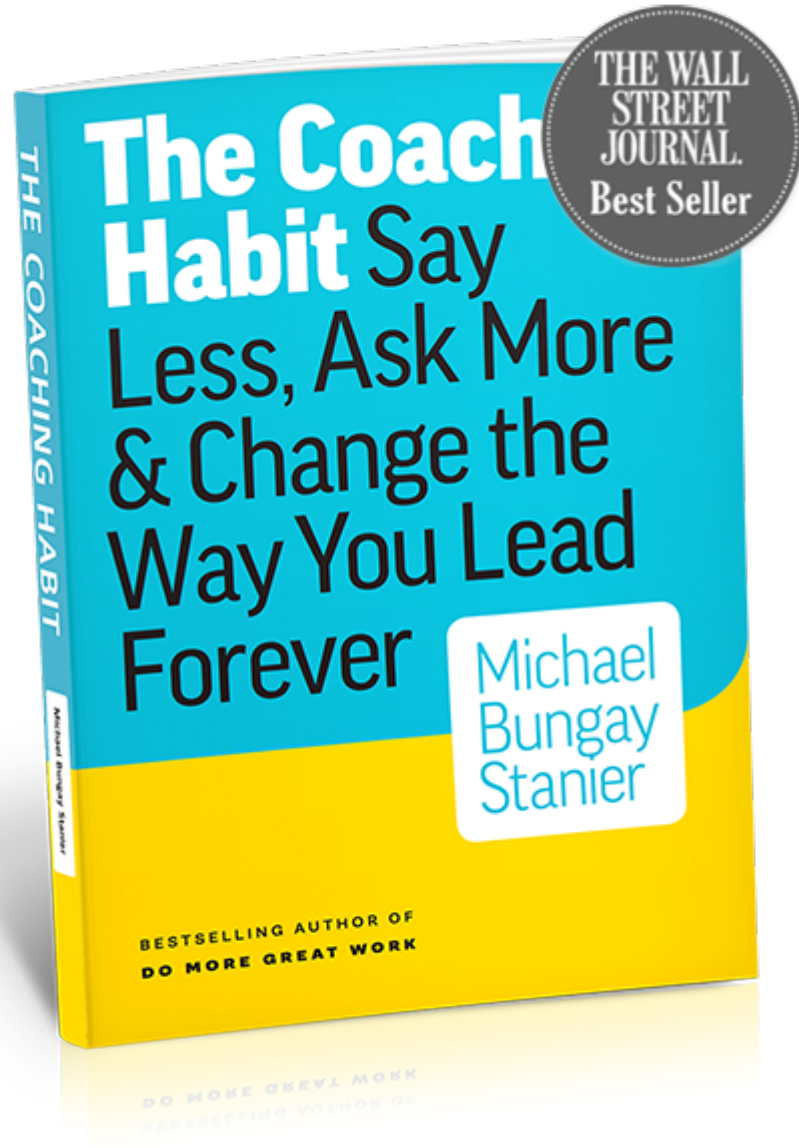
- **What** is on your mind? **What** are your options?
- **Why** did you choose that path?
- **How** do you want to move forward?
- **Where** do you want to go from here?
- **Tell Me More About...**

Best Practices: Open Ended Questions

- **Avoid Yes/No Answers:** “Did you ask him...” “Are you considering...”
- **Avoid Disguising Advice** in a Question – “Have you considered...”
 - Got a Solution – just say it is advice. *(but don't forget to tame the advice monster!)*

Best Practices: Open Ended Questions

- **Avoid Stacking Questions** (2 or 3 questions at once)
 - Take a breath if you need to think what to say next
- **Avoid “Why?!”** if it could be considered *blame* or *shame*
 - **NO:** “Why did you do that?” “Why did you make that choice?”
 - **YES:** “Can you tell me more about your thinking there?”



Questions Are Key
Listening is Critical
“And What Else?”

Quick Coaching

Hi! Have you got a sec?
Can you quickly help me think
through how to deal with Paul in
our next meeting?

Sure. I have some ideas that I am
happy to share in a second.
But first, what are some of your
ideas?

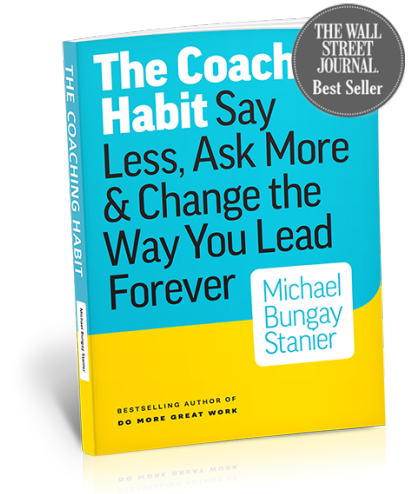
And what else...

And what else...



The Coaching Habit

1. “What is on your mind?”
 - “And what else?” “And what else?” (AWE)
2. “What is the real challenge here for you?”
 - “And what else is the real challenge here?”
3. “What do you want?”
4. “How can I help?”
5. “If you are saying ‘Yes’ to this, what are you saying ‘No’ to?”
6. “What was the most useful to you?”



SPEED COACHING – *15 minutes or less*

1. **Three Roles:** Coach, Coachee, Observer
2. Coach opens question with: “What would you like to talk about?”
3. Coach/Coachee talk for 3 minutes
 - Only 3 minutes - All must be LEAN in response
 - Coaches try: What are your ideas? And what else?
4. Observer: keeps time, gives feedback, celebrates success (1 minute)
5. Repeat and change roles

Let's Talk More!



BRIGHT BLUE
CONSULTING



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Resources

- Leader as Coach - <https://hbr.org/2019/11/the-leader-as-coach>
- Powerful Questions and GROW Questions:
<https://positivepsychology.com/life-coaching-questions/>
- 100 Questions for the GROW Model:
<https://www.thebalancecareers.com/coaching-questions-for-managers-2275913>
- ICF Coaching Competencies: <https://coachfederation.org/core-competencies>
- *Coaching World* (ICF Magazine): <https://coachfederation.org/blog>