Coaching Skills:
Bolster Staff Performance & Engagement

TUESDAY, MAY 10TH, 12PM – 1:15PM   |   FACILITATOR: LINDA RICH
Jewish Community Council of Greater Coney Island’s

NonProfit Help Desk

We focus on small and emerging nonprofits, offering:

Workshops ✶ Training ✶ Consulting

- financial management
- fundraising
- governance
- human resources

management and operations
- marketing and social media
- strategic planning
- technology

2,500 organizations have worked with us, benefiting from support in:
COACHING SKILLS:
Bolster Staff Performance & Engagement

May 10, 2022
Best Boss Ever

CHAT:
What did they do that made them the best ever?
Single-Sided Demo

What do you notice?
Making Experience Count

We do not learn from experience... we learn from reflecting on experience.

- John Dewey
CONSULTANT: Here’s what you should do...

MENTOR: ...what worked for me in the past

COACH: What’s this about for you? What’s most important? What other information do you need? What might be getting in the way?
Tools You Can Use

STAFF

Board & Funders

Friends & Family

Peers & Partners

Self
WHAT not WHY
WHAT not WHY

– What about this matters...
– What was the thinking behind...
– What about that choice appealed to you..
– What would make it more/less [...]? 
– What might be getting in the way?

So that....? 
Because...? 
In order to...?

I’m curious about... 
Help me understand...
Positive Approach

What’s going right? When does it go well?

Tell me about a time when you were [courageous, able to, successful at] ...

When do you feel [appreciated, confident, less frustrated]?
Energizing activities/jobs/projects … [positive]

What is it about those that … [what]

Suppose great day at work … [positive]

How might we incorporate … [options]

BETTER BOSS / RELATIONSHIP
Scales & Ranges

On a 1-10 scale:
- How important ...?
- What’s the chance of success?
- What’s going right that got you to this point?
- What would it take to get to a [6, 7, 8...]? 

On a range from:
- [supportive to challenging] how would you rate?
Miracle Questions

If you had [super powers, a magic wand, unlimited resources] what would you change?
What would you hope never changes?

If you had a dream where the problem was solved, what would it be like?
Referencing Others

Who do you know . . . ?

If someone else came to you with this problem . . . ?

What would your older self tell you?
Helping them vs. feeding own curiosity

What’s most important …
What should we be focusing on?

Where specifically do you want my help?
What’s the best use of our time

What do you need me to know?
If you only had 3 bullet points …
Exercise
Repetition

... & then what would happen?

When CAN you do it?

What do you REALLY want?

AWE Question: And What Else?
Silence

Silence is golden
Options

What do you see as the choices?
Let’s talk possibilities
What else ... ?

Which approach appeals to you?
What about that approach...?
What are the pro’s and con’s?
• What does success look like? What criteria...
• Next steps?
• What support do you need?

WHEN . . . check-in?
Coaching Example

Sam: The inventory process is broken and I think we should fix it.
COACH: What about is it broken?
Sam: It’s inefficient and wastes time
COACH: Is that the only broken process?
Sam: No, some other processes are also broken
Sam: The inventory process is broken and I think we should fix it.
COACH: What about is it broken?
Sam: It’s inefficient and wastes time
COACH: Is that the only broken process?
Sam: No, some other processes are also broken
COACH: How should we decide which of the broken processes to fix?
Sam: I guess we should have some criteria.
COACH: Good idea. What criteria should we use?
Sam: Maybe how much of a problem, how much it costs.... [AWE]
Coaching Example

Sam: The inventory process is broken and I think we should fix it.

COACH: What about is it broken?

Sam: It’s inefficient and wastes time

COACH: Is that the only broken process?

Sam: No, some other processes are also broken

COACH: How should we decide which of the broken processes to fix?

Sam: I guess we should have some criteria.

COACH: Good idea. What criteria should we use?

Sam: Maybe how much of a problem, how much it costs.... [AWE]

COACH: So, if you apply those criteria, what would be the result?

Would we decide to fix the inventory process?

Susan: Actually, no
Coaching Example

**Jeff:** I’ve been assigned a new project and not sure where to start.

**COACH:** You’ve done projects before. What would you advise someone else who came to you with this issue?

**Jeff:** .... *to define desired outcomes, then create a plan to get there.*

**COACH:** Great. What outcomes are you hoping to achieve?

**Jeff:** That’s just it, I’m not really sure.
Coaching Example

Jeff: I’ve been assigned a new project and not sure where to start.

COACH: You’ve done projects before. What would you advise someone else who came to you with this issue?

Jeff: .... to define desired outcomes, then create a plan to get there.

COACH: Great. What outcomes are you hoping to achieve?

Jeff: That’s just it, I’m not really sure.

COACH: What are you unsure about?

Jeff: This for a new area for me, I don’t know that much about it.
Coaching Example

Jeff: I’ve been assigned a new project and not sure where to start.

COACH: You’ve done projects before. What would you advise someone else who came to you with this issue?

Jeff: .... to define desired outcomes, then create a plan to get there.

COACH: Great. What outcomes are you hoping to achieve?

Jeff: That’s just it, I’m not really sure.

COACH: What are you unsure about?

Jeff: This for a new area for me, I don’t know that much about it.

COACH: How might you to learn more or tap others’ expertise?

Jeff: Yes, I guess so I could do that.

COACH: What are the options for ...
When **NOT** to Coach

Do **NOT** use coaching to:

- **TELL** – safety, performance, org’l change
  ex: know where they stand, what’s at stake

- **REFER** – guidelines or specialist
Exercise
Recap

- WHAT not Why
- Positive Approach
- Scales & Ranges
- Miracle Questions
- Referencing Others
- Focus
- Repetition
- Silence
- Options
- Action
Getting Unstuck

Barriers:
What’s getting in the way?
What stops it from being a 10?

Consequences:
What’s the risk of NOT doing it?

Enablers:
What’s allowing you to stay here?
Role Play
Feelings

It looks like you *might be* [angry, hurt, … ]
Was that really [frustrating] for you?

I’m experiencing you as [worried, distracted… ]
Is it possible you’re showing up this way…

*What’s this about for you?*
Recap

- WHAT not Why
- Positive Approach
- Scales & Ranges
- Miracle Questions
- Referencing Others
- Focus
- Repetition
- Silence
- Options
- Action
- Getting Unstuck
- Role Play
- Feelings
Inserting Yourself

How can I help?

Help me understand ... 

Can you clarify for me ...

I’m experiencing you as somewhat 
[distracted, confused, angry/hostile, undecided ... ].

Is it possible you’re showing up this way...
THANK YOU