



Coaching, Grooming, and Developing Staff

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Northern California Contact Center Association

October 13, 2009

Today's Objectives

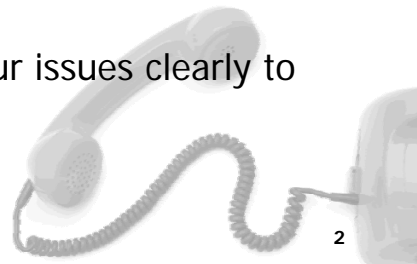
- Define coaching and tell how it's different from counseling or mentoring
- Ask powerful questions to help someone find his or her own possibilities and solutions
- Apply coaching skills to a specific real-life situation



Exercise 1, Part 1

- Working individually, identify at least two issues that you are facing, have faced, or might face in the near future.
 - These could be challenging situations and/or situations that require difficult decisions or some kind of action.
- Be prepared to describe your issues clearly to one other person.

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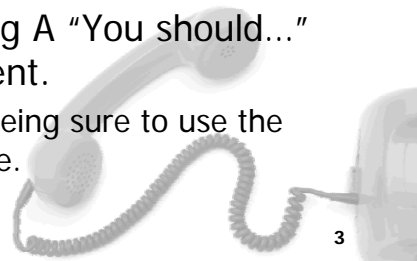


2

Exercise 1, Part 2

- Find a partner and decide between you who is Partner A and who is Partner B.
- Partner A briefly describes one of his/her two issues to Partner B and asks for help in figuring out what to do.
- Partner B responds by telling A “You should...” and completing the statement.
 - B simply tells A what to do, being sure to use the word “should” in the response.

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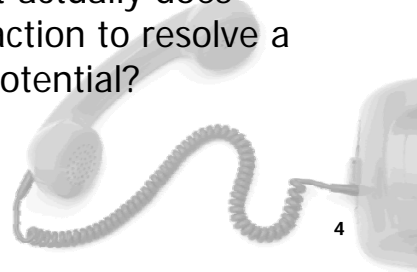


3

Exercise Debrief

- What was this interaction like for you, both as the teller and the listener?
- Was this interaction particularly motivating to the “coachee?”
- In any given situation, what actually does motivate someone to take action to resolve a situation or activate one’s potential?

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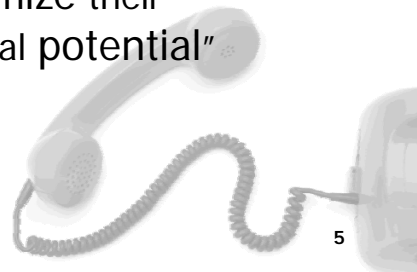
4

What Is Coaching?

The International Coach Federation defines coaching as:

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

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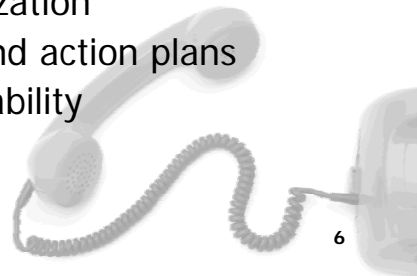


5

Coaching Is...

- Coachee centered
- Helping people define their own goals and how to attain them
- Helping people find their own motivation (Their WIIFM)
- Strengthening your organization
- Creating objective goals and action plans
- Establishing clear accountability
- Asking powerful questions

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Coaching Is NOT...

- Telling people what to do
- Counseling
- Therapy
- Mentoring

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Coaching vs. Counseling

Coaching

- Is client centered
- Assumes the client has the expertise
- Draws solutions out of the client
- Is focused on possibilities and is future oriented
- Serves to help the client achieve his or her goals



Counseling

- Is client centered
- Assumes the counselor has the expertise
- The therapist often defines solutions
- Is typically problem focused and past oriented
- Meant primarily to resolve psychological problems

8

Coaching vs. Mentoring

Coaching

- Is client centered
- Assumes the client has the expertise
- Draws solutions out of the client
- Is focused on possibilities and is future oriented
- Serves to help the client achieve his or her goals



Mentoring

- Is client centered
- Assumes the mentor has the expertise
- The mentor defines the solutions
- Is typically focused on client development
- Guides the client to develop in ways deemed appropriate by the mentor

9

Benefits of Coaching

- It's respectful: it shows you really care about the individual and their development
- Helps you and individual employees identify their WIIFM
- Offers an opportunity to bring individual WIIFMs in synch with organizational priorities
- Results in **employee-defined** measurable, time-based, concrete, constructive actions

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10

Some Coaching Applications

- Employee and career development
- Goal setting
- Building decision making skills
- Building problem solving skills
- Finding and strengthening motivation
- Expanding individual and organizational creativity
- Conflict resolution

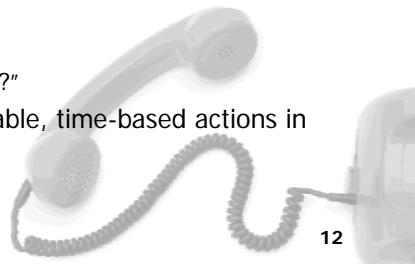
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11

A Few Coaching Guidelines

- Listen for the coachee's own keywords and use them in your interaction
- It's about the coachee's WIIFM (What's In It For Me), not the coach's
- Use questions like:
 - "What would having *keyword* do for you?" or
 - "How would you know that you're *keyword*?"
- AVOID asking "Why?" Instead ask:
 - "What causes this to happen?" or
 - "What causes you to think/act this way?"
- Include requests for concrete, measurable, time-based actions in every session

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12

What Does Coaching Look Like

A short demonstration

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13

Exercise 2

- Return to your pairs
- Partner B now describes his/her situation and partner A is the coach
- Partner A asks questions to help B get clear on:
 - What the issue is
 - What outcome B wants in regard to the situation
 - What having that outcome would do for B
 - What is the first step B can take to achieve the desired outcome

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14

Additional Information

Much success to you all!

You can download additional information,
including a list of coaching resources at:
www.hrtassociates.com/NCCCA

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15