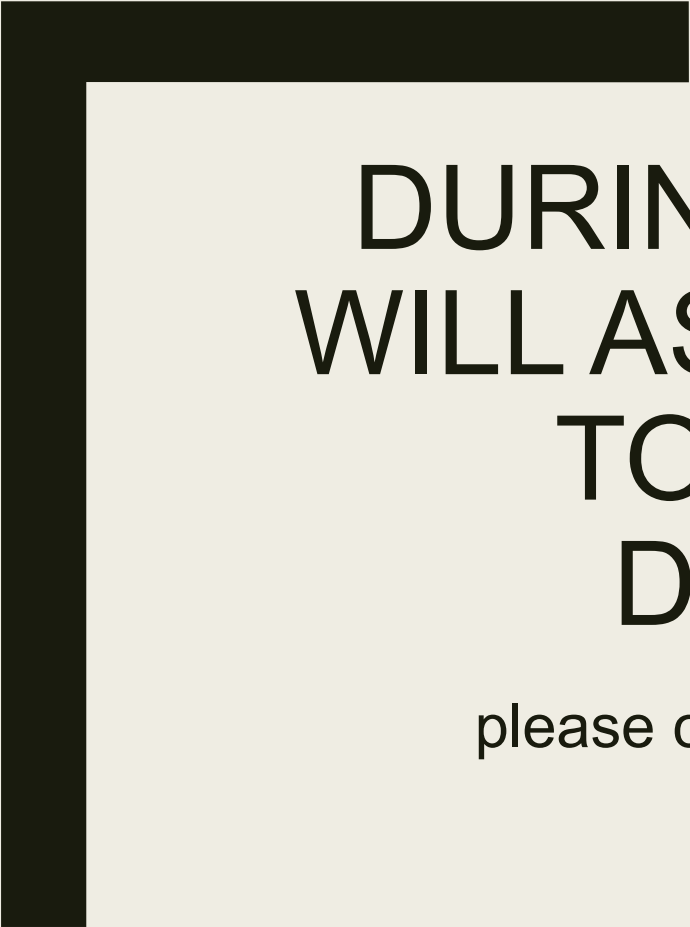


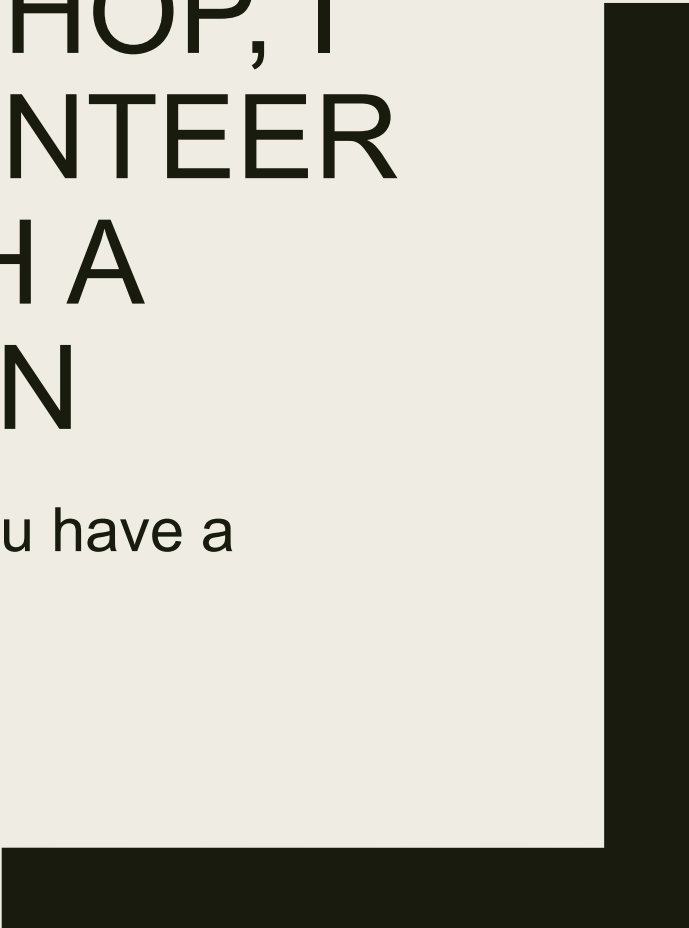


COMMUNICATION
TO OPEN
COLLABORATIVE
DIALOGUE



**DURING THE WORKSHOP, I
WILL ASK FOR A VOLUNTEER
TO HELP ME WITH A
DEMONSTRATION**

please consider being that volunteer, you have a
little time to decide.



Mick Lavin



People Manager, Coach, and Agile Coach at IBM Czech Republic

Trained and Accredited Executive Coach with the European Mentoring and Coaching Council (EMCC)

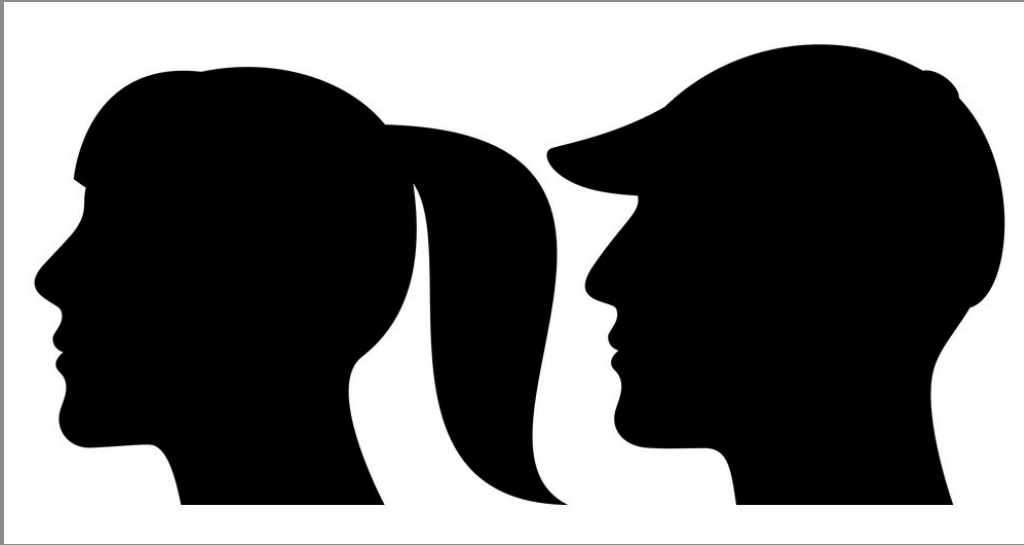
Co-Author of the EMCC Diversity and Inclusion Declaration

Accredited Agile Coach, Scrum Master, and Lean Kanban University Trainer

Partner, Father, Learner

Aspiring Author, Trainer, Consultant

Introductions

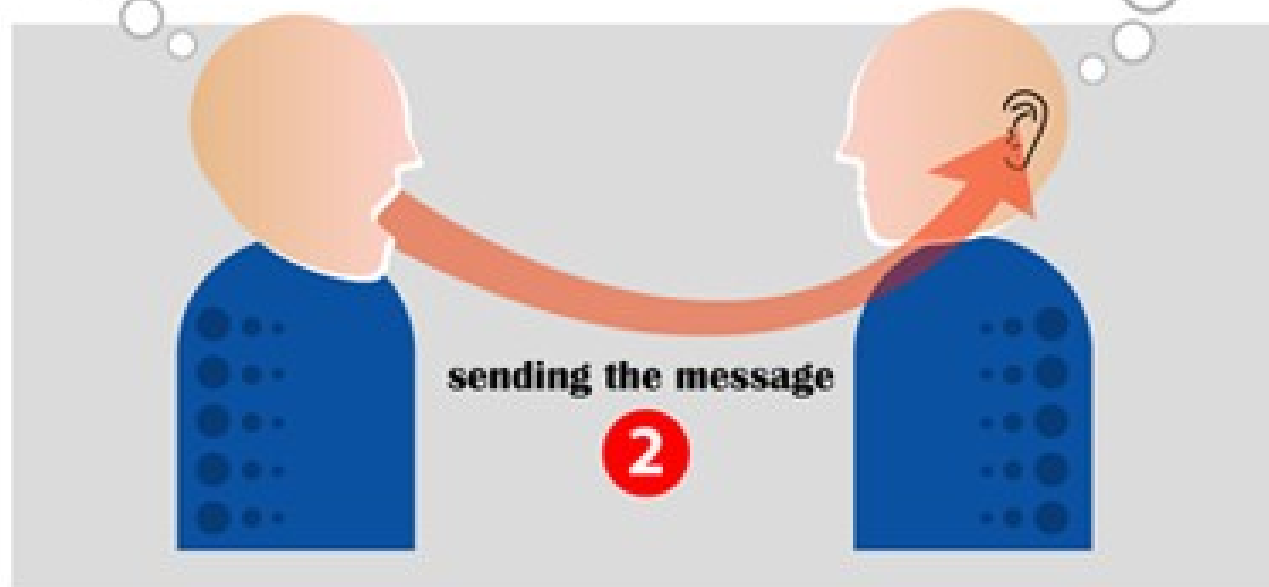


Why are your expectations for this workshop?

1 codifying

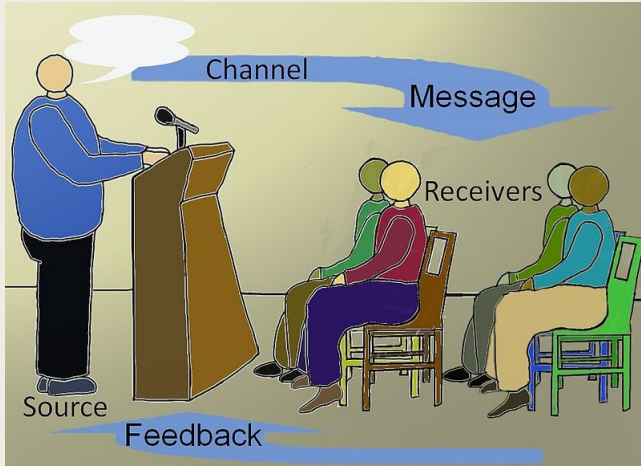


3 decodifying



What is Communication?

- Two-way
- Constructionist (Social Constructionist)
- Because communication is interpreted by the receiver, we need to be aware of how the communication is conducted (Cultural lens – Hofstede / Lewis)



WHAT DO WE DO?


What problems do we encounter?

- Language
- Culture
- Generations
- Context

- Any other ideas?



HOW CAN WE OPEN
COLLABORATIVE
COMMUNICATION?



Communication

- It starts with a conversation
- Our conversations need to be built on Trust
- How can we facilitate these conversations so that we open up space for Collaborative Communication?

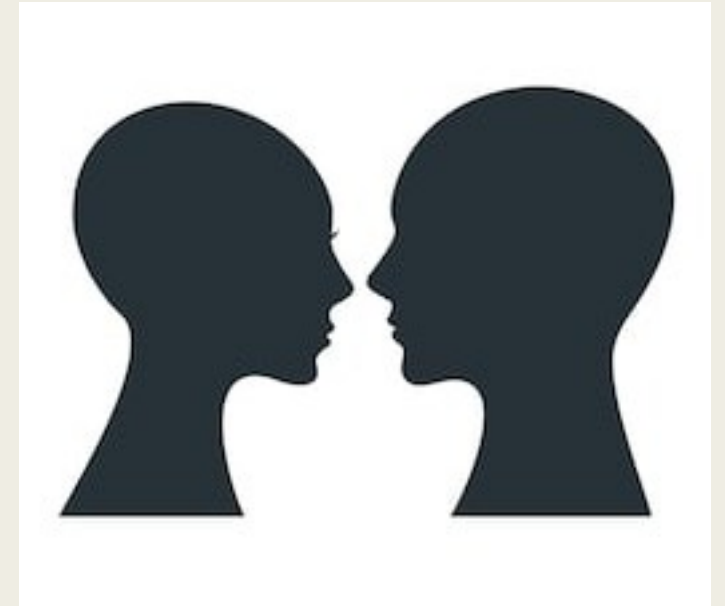
What are Coaching & Mentoring?

It is a professionally guided process that inspires clients to maximize their personal and professional potential.

It is a structured, purposeful and transformational process, helping clients to see and test alternative ways for improvement of competence, decision making and enhancement of quality of life.

Coach and client work together in a partnering relationship on strictly confidential terms. In this relationship, clients are experts on the content & decision making level; the coach is an expert in professionally guiding the process.

As currently defined by the EMCC



What's the difference?

Coach

partners with a coachee to achieve goals by providing support which enhances the skills, resources, and creativity that the coachee already has

Mentor

shares their own experience, knowledge, and advice with a person who is less experienced in the particular situation, subject matter, role, or field

Coaches can be **mentors** (when a coach mentors the less experienced)

Mentors can use **coaching techniques** (e.g. powerful questions to help a mentee identify a solution)

For more see this video: <https://www.youtube.com/watch?v=nFx6yKZrzco>

Things to be aware of in our communication with others ...

- Rapport: TIPs on build rapport
 - *Avoid marking down*
 - *Avoid judgement*
 - *Make eye-contact*
 - *A proper handshake*
 - *Smile*
 - *Intelligent questions*
 - *Body language*
- Listening
 - *Active listening*
 - *Clarifying*

FIVE CORE SKILLS

of Coaching



Core Skills



- Building Rapport
- Active Listening
- Using Intuition
- Asking Questions (Powerful Questions)
- Feedback / Feedforward

BUILDING RAPPORT

Are we connecting?



Building Rapport

Why is it important to build rapport with our
coachees / clients?

Important Tips on Building Rapport

- *Avoid marking down*
- *Avoid judgement*
- *Make eye-contact*
- *A proper handshake*
- *Smile*
- *Intelligent questions*
- *Body language*

ACTIVE LISTENING

Do you really hear me?



Our Students/Colleagues/Coachees

What happens for our Students when we
listen?

Ourselves

What happens for us when we really listen?

Silence - Practice (1 minute)

Can you be silent for 1 minute?



How did that feel?

- Long?
- Tiring?
- Will it ever end?
- Why won't someone say something?
- Boring?
- I can't stand it anymore?

Levels of Listening

The biggest part of understanding clients, teams, motivations, or conflict is listening, listening deeply to what the clients have to say.

- Level 1: Subjective Listening – What does this mean to me?
- Level 2: Objective Listening – What is it like to be the person I am listening to?
- Level 3: Active Listening – What does the feeling I am having have to do with my client?

USING INTUITION

What does your gut say?



Enabling Intuition

- One of the benefits of listening at Level 3 is greater access to your intuition. From your intuition you receive information that is not directly observable, and you use that information just as you'd use words coming from the client's mouth.
- Everything in coaching hinges on listening — especially listening, with the client's agenda in mind:
 - *Is the client on track with her vision?*
 - *Is she honouring her values? Where is she today?*

POWERFUL QUESTIONS

Do you really want to know?



Powerful Questions - Examples

- What is important about that?
- What's frustrating you?
- What's inspiring you?
- What help do you need?
- What makes you see it that way?
- Tell me more about it? or What else?
- How could that go wrong?
- If you were to give a suggestion to a friend who in this scenario, what would it be?
- How will you know when you've achieved that?
- How will you plan for a success?
- How are others seeing the situation?
- How will this impact others?
- What is possible?
- Is there another way?
- How can you do that better?
- Can you explain that to me?
- What will this get you?
- What is it we're not seeing?
- What is your responsibility?

Powerful Questions - Practice

Let's try these

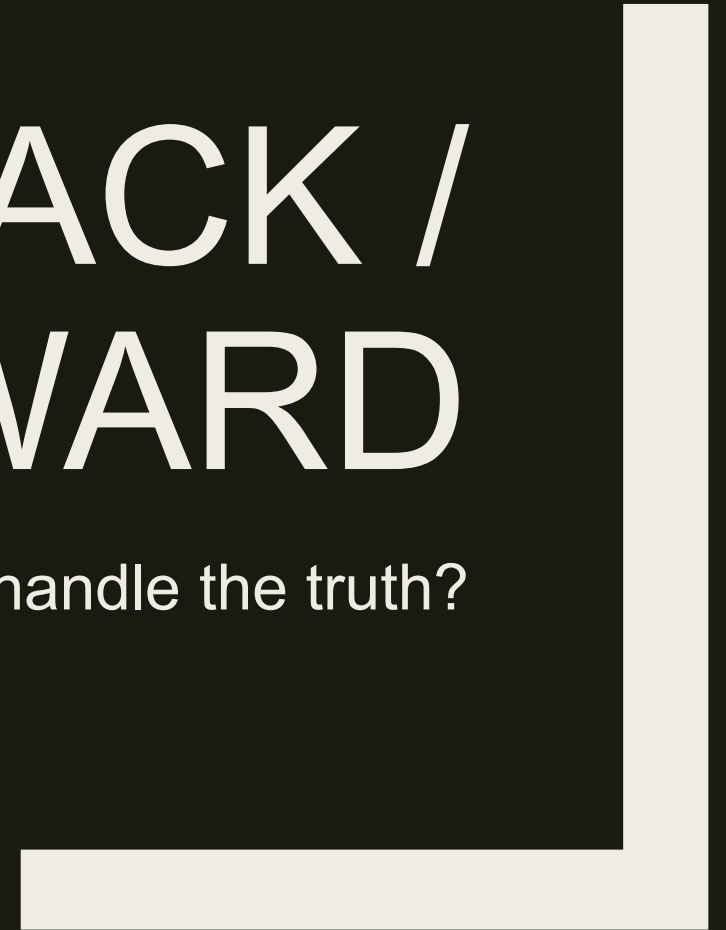
- What if it doesn't work out the way you wish?
- How does this fit your plans/way of life/values?
- What is just one more possibility?
- What will you take away from this?
- If you have free choice in the matter, what would you do?
- What would you think about this five years from now?

Powerful questions have the ability to

- Shift the client's thinking from problem to solution
- Elicit creativity in the client
- Challenge the client to think differently
- Generate forward movement
Empower the client to act.

FEEDBACK / FEEDFORWARD

Can you handle the truth?



Feedback

- Most of us only give feedback when something has gone wrong.
- Negative feedback can make people feel insecure or bring them back to memories of being chastised
- Positive feedback 'normally' feels counter intuitive (giving someone a big head)
- Characteristics of supportive feedback:
 - *It is specific and relates to something the coach has observed (based on client's behavior)*
 - *The feedback must be intended to raise the client's awareness*
 - *The feedback is from the coach's observation – this does not necessarily make it true (use phraseology such as: 'I sense that ...', 'I feel that ...' NOT 'You are ...')*

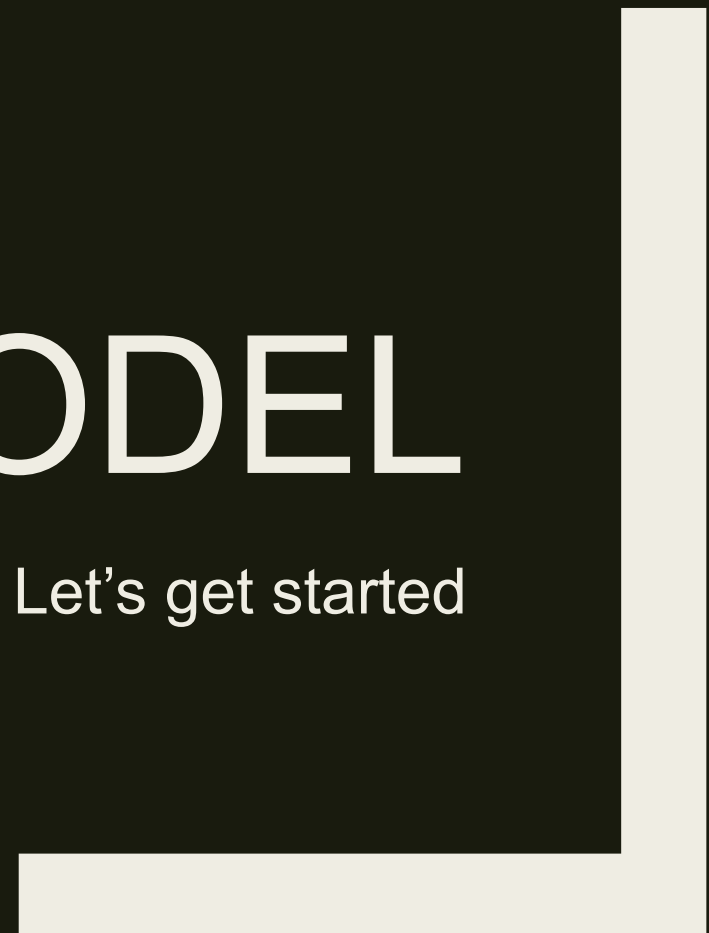
Feedforward

A focus on solutions

- We can change the future. We can't change the past
- It can be more helpful to help people be 'right', than prove they were 'wrong'
- FF is especially suited to successful people
- People do not take FF as personally as FB
- FB can reinforce personal stereotyping and negative self-fulfilling prophecies
- Most of us dislike getting negative FB and we really don't like to receive it
- FF can cover almost all the same topics as FB
- FF tends to be much faster and more efficient than FB
- FF can be a useful tool to apply with managers, peers, and team members

THE GROW MODEL

Let's get started



GROW Model



- **Goals:** The Coachee defines the Goal. The Coach asks and probes to understand the goal
- **Reality:** Both Coach and Coachee assess the current situation and offer examples to illustrate the point
- **Options:** By asking powerful questions, the Coach elicits options from the Coachee
- **Will:** The Coachee commits to action. It is helpful for the Coachee to commit to specific objectives and timeliens.

What does a Goal look like?

- I want to speak better Czech
- I want to lose weight
- I want to learn how to play guitar

When does a goal need clarification?

- I want to get better – At what, for what purpose?
- I feel like I am not doing a good job, how can I get better at it? – This is not a goal or objective

What is my reality?

- I am demotivated. I know that I am not studying enough or effectively enough. I do not feel like I have the energy to study. I have these specific issues in my life that distract me from my goals.
- I have no money for extra tuition
- I work to cover costs and don't have time for study. Yes, I see my friends but I can't NOT see my friends.

What is not a good reality

- I just don't have time to study. My friend keeps bothering me with his/her problems so I don't have time. Other people do stuff that prevents me from doing stuff.

What are my Options

- I can approach the guitar teacher about a payment plan
- I can research a cheap online course for playing guitar / learning Czech
- I can decide not to eat late at night / I can log what I eat and when
- I could prepare my CV to look for a new job

What are NOT options

- If I won some money? If other people would help me more! If someone would change, then I could be better! If the circumstances (around me) change, then

Will I really do it?

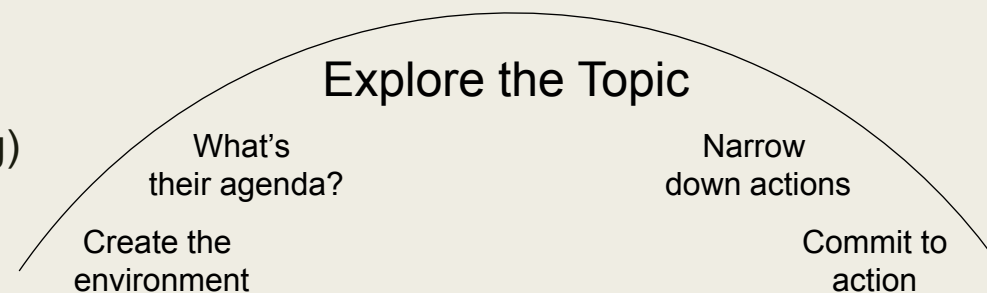
- Do I have time to spend on guitar lessons? Will I commit to spending this time?
- Will I spend money on the online course? Will I do a lesson per week?
- Will I log when I eat? Be accountable when I eat late at night?

Coaching Conversation / GROW

■ Arc of the Coaching Conversation

- Client's agenda
- Exploration (Listening / Powerful Questions)
- Accountability / Action
 - *What will you do?*
 - *When will you do it by?*
 - *How will I know?*
- Throughout: Self-management (don't try to solve anything)

- G: Goal
- R: Reality
- O: Options
- W: Will / Way Forward



SELF-CARE

How do I take care of me?



Self-Care

- Coaching Journal / Gratitude Journal
- Meditation
- Self-Reflection
- Supervision

CLOSING



Mick Lavin

Mick is an Executive Coach with a background in International Business. He started out in the hi-tech industry in the late 1980's and has worked both locally and internationally over the past three decades. Mick has worked at various organisational levels, in multiple industries, and across three continents.

He undertook an MBA and followed this with a Professional Diploma in Coaching. He is a member of the MBA Association of Ireland and the European Mentoring and Coaching Council (EMCC).

Mick is convinced that coaching can help people become more self-aware and lead them to fulfilling their goals in professional and personal development. He helps clients develop their Emotional Intelligence and works with them to show how thoughts can affect performance.

Mick is an avid learner and always tries to stay current with the latest advances in his fields of interest. These include Coaching, Leadership & Management, Emotional Intelligence, Cognitive Performance, and the hi-tech industry.

Contact Mick: mick@micklavin.com

Website: <http://www.micklavin.com>

LinkedIn: <https://www.linkedin.com/in/micklavin/?originalSubdomain=cz>

Recommended Reading

- Co-active Coaching: New skills for coaching people towards success in work and life; Laura Whitworth, Karen Kimsey-House, Henry Kimsey-House, and Philip Sandahl
- Techniques for Coaching and Mentoring; David Clutterbuck and David Megginson
- European Mentoring & Coaching Council ([EMCC](#)) or International Coach Federation ([ICF](#))
- Coaching for Performance: People skills for professionals; John Whitmore
- Living your best self; Laura Berman Fortgang
- Positive Psychology, Flourish: A Visionary New Understanding of Happiness and Well-being; Martin Seligman
- Powerful Question Sheet: [Agile Coaching Institute](#)