



The SeattleCoach CFL Launch Workshop: *Teaching Objectives and Schedule*

These workshops are always so much fun. We've taught workshops with up to 50 participants and as few as ten.

Either way, I always invite a few coach friends to help me, as triad or "table" coaches. These are always SeattleCoaches who understand my approach, philosophy, and vocabulary.

These are my principal goals for each **Launch Workshop**:

1. To discuss how building a "The Coaching Mindset" accelerates the development, performance and satisfaction of key leaders and their teams,
2. To present coaching skills that leaders can use immediately, and
3. To introduce the opportunity for more training and development either by joining a SeattleCoach Flagship Cohort or by initiating an internal Coaching for Leaders Cohort.

Through the course of the two hours, I follow my usual rhythm of presenting for 8-10 minutes, and then interacting, debriefing, "metabolizing" the information first individually, then by triads, then all together. You've probably seen me do this with my 1-3-all approach.

And throughout, I'm always thinking: **Explain. Illustrate. Apply/Test-Drive.**

I ask my triad coaches to:

- Listen for the core of what I'm saying (SeattleCoaches will recognize everything), to
- Observe and interact with the people in your triad and to
- Show up like a coach! (For example, comment on what people do that works)

Some set-up questions for as the organizer:

1. Have you studied and personalized the CFL Launch deck?
2. Assuming you'll be meeting virtually, have you recruited a co-pilot to help you with set-up, chat, co-facilitating, etc.?
3. Can you prepare you participants to put aside their devices while working together? And to ask them to do a little pre-work? (see below)

A pre-work memo to send to participants (one of my personal examples):

Hi there.

I'm Patricia Burgin, the founder and CEO of SeattleCoach. And I'm looking forward to joining you for a conversation about leadership coaching on _____.

Here's what to expect in our two hours together:

- 1. I will introduce the essential whats and hows of leadership coaching/the coaching mindset as an essential "gear" for these leaders. We'll talk about it in ways that make sense in the work you do.*
- 2. I will describe and illustrate the moments and issues when coaching may work better than directing, telling, advising, nagging, selling, convincing, rescuing, propping up, consoling or firefighting.*
- 3. We will talk about the one game-changer that anyone in a leadership role can learn to tap into as a coaching leader.*
- 4. You will leave with an actionable experiment.*
- 5. And, as always with SeattleCoach workshops, we will have some fun.*

And by way of a little pre-work, be thinking about these two questions:

- 1. We'll be asking you to talk about your experiences with coaching (executive, sports, music, life; as a kid, as a grown-up): What worked? What not so much?*
- 2. Like thinking about, What are their best hopes for this workshop?*

That's it. If you'd like to touch base before we begin, send me a note at peb@seattlecoach.com.

Workshop outline:

Hour #1

I. Around 15 minutes

Slide 3

Welcome and introduction

You may want to ask your sponsor or team leader to introduce you and their vision/hopes for the workshop.

Slide 4

Where we're headed in this CFL Launch Workshop:

- To discuss how building a "The Coaching Mindset" accelerates the development, performance and satisfaction of key leaders and their teams,
- To present coaching skills leaders can use immediately, and
- To introduce the opportunity for more training and development either by joining a SeattleCoach Flagship Cohort or by initiating an internal Coaching for Leaders Cohort.

Slide 5

Following your introduction, thank the leader and ask him or her a few questions to deepen the sense of purpose in the coming two hours.

Some of the questions I've asked leaders and sponsors at the start of a workshop:

1. *What is required of a leader here now that wasn't 15 years ago?*
2. *How are you shifting in your own leadership?*
3. *What is your best hope for this group or team?*
4. *What do you see happening if this works?*
5. *How does he or she see leadership coaching supporting the growth mindset culture—and of this team's ability to influence?*
6. *How does she see this stuff connecting to results/scaling/getting unstuck/disagreeing better? ROI? (Everyone here was hired to do something else.)*
7. *What's getting harder? Anything getting easier?*
8. *How do you see the biz impact and results of your leaders developing the coaching gear? Your influence as a team?*
9. *Advice for me as I facilitate this event with your leaders?*

And leaders have said to me . . .

- *"This is a muscle we haven't invested in—and we need to.*
- *"We have lots of new managers--SMEs who are now being asked to lead people.*
- *"We're all asked to be mentors—do you think we could also be coaches?*
- *"We need to get better at creating clarity about our purpose, and at developing our best people."*

Thank the leader and if you have a partner-coach or two, introduce them and their roles. Then ask everyone to introduce themselves: Why have they put themselves in workshop today?

- **For breakouts: with 8-10 people, stay together, more than that, use triads.**

II. Around 10 minutes

Slide 6

You tell your **"One Coach's Story/Your TED-ish Talk/make your case."** This will be a major part of your preparation—and you'll develop something that you'll use repeatedly. The goals are to establish trust and credibility, and to let them know that you "get" them and their challenges.

In this introduction here's how I define coaching: *"A collaborative conversation, of any length, that fosters a growth mindset by:*

- *Inviting all of the intelligence of both participants*
- *Exploring what is both possible and desirable in the thinking of a colleague or client,*
- *Finding potential next steps, and*
- *Along the way, identifying strengths, and building incentive and accountability for taking next steps.*

Coaching is the art and science of hosting an elegant, highly customized, highly focused conversation. It is just-in-time adult learning that improves performance, satisfaction and contribution. It helps leaders to anticipate, navigate and sustain change, both personally and in their systems.

When leaders learn to coach and are asked to do so with even one internal client weekly, chronic stress is reduced system-wide. Everyone thinks more clearly. More of everyone's intelligence is engaged. People like you have to get good at anticipating change, and at helping people to move into and through it."

Following your "One Coach's Story/Your TED-ish Talk" . . .

III. Around 15 minutes

"In a minute I'm going to ask you a question about one of your past coaching relationships—and why it worked. But first watch this with me and I'll ask a few of you to talk to me about what you observe, and maybe even what you experience.

Slides 7-9

Slide: (ski jump girl) <http://www.youtube.com/watch?v=ebtGRvP3ILg&sns=em>

- *What do you notice in the skier's process towards "safe enough"?*
- *What do you hear in the energy of the coach in the background?*
- *Anything else?*

The two big potential errors:

- To overuse your tendency to challenge
- To overuse your tendency to comfort and support

Coaching is absolutely not the same thing as propping up chronically anxious or controlling people. When I train people to be great coaches, the best endorsement I hear is, "I think I'm a better boss. I know I'm a better person."

Slides 10-11

Slide: Pete Carroll. What's going on here? (Support? Challenge? You probably just made up a story)

Slide: What is your experience of being coached? (in a sport or music lessons, by a professional coach, mentor, counselor or manager, by your mom or dad, aunt, uncle . . .)?

- What was it about that person, relationship—or even a single conversation that has had a positive, even lasting impact on your life?
- In one word, what made the partnership work?

Thirty seconds alone then back together or in triads, one-minute each while your partners listen and respond. Listen beyond the words. What do you hear?

Back all together to debrief: You ask them to talk about what they said and what they heard.

IV. Around 15 minutes

Slides 12

The How: Personal Presence and the Core Four. Either ask people to open to page 13 in the CFL Playbook or to pull out their hard copy.

When I train people to be great coaches, the best endorsement I hear is, “I think I’m a better boss. I know I’m a better person.”

- Respect (permission, neurobiology)
- Energy (Tom/kayak stance)
- Acknowledgment (specific behaviors, character)
- Listening (I, II, III)

And then I like to put extra emphasis on “Level III” listening: When a coaching leader engages in “Level III” communication she speaks:

- From calm and coachable authority
- With specific observations and curiosity to engage with
- Close to the event
- To what is changeable and growing
- With respect and sometimes permission
- And with a hunch that the other person may already know stuff

Slides 13

V. 5-10” Break

VI. Around 15”

Slides 14

Coaching Mindset: The WHAT (*again, it helps if they have a hard-copy, even if you’ve asked them to print one ahead of time*)

We’ve talked about the “How” now let’s talk about the “What”

Intro the hallmarks of a coaching convo of any length:

- There’s an arc (with a clear A+A+A, some exploration and collaboration)
- The coachee is coachable
- The partnership finds an accountability/experiment.

Intro the Arc + finding A+A+A.

You are both focused and unhurried, and the order with which you ask them some version of these questions may vary:

1. *What would you like to work on?*
2. *How will you know we’re making progress? If we hit the nail on the head in the next thirty minutes, what would you have? If this conversation helps, what will shift? What will be clear that seems fuzzy now? How will you know when you’ve got it?*

3. *What are the strengths and values you could bring to this opportunity/challenge?*
4. *Who else is in your thinking as we talk about this? (The answers may surprise you.)*
5. *How is this big enough to matter to you in the larger scheme of things (to your vision and values)? **Hope is a combination of vision + self-efficacy and it's powerful.***

Emphasize the role of accountability/finding the experiment

Slides 15-24

VII. Around 15"

Intro the Coaching Leader's Arena (p.15-20): Land these things:

- a. The focus today on the power of the Coaching Gear (NE quadrant)
- b. The centrality of the surrounding (blue) line: Personal Presence
- c. Willingness to listen and be influenced (the game changer no matter which quadrant you're working in)
- d. You use all of your dimensional intelligence
- e. You recognize moments when you can "be the coach" any time

Examples:

- ✓ Career Development conversation with direct report
- ✓ "Connects" (even your own)
- ✓ Presenting ideas to leadership
- ✓ With a direct report who habitually seeks solutions from you
- ✓ Peer to Peer expectation-setting
- ✓ Asking your mentee if you could experiment with coaching instead of mentoring

VIII. Around 10" (make sure you leave enough time for this part)

Slides 25-28

Next Steps: In light of what we've talked about so far, take one minute to record:

- a. Which quadrant do you think tends to be your "default" quadrant?
- b. What is something you'd like to experiment with or even get better at (**a 10% shift**) in the next two weeks?
- c. If/when you're ready to learn more about development as a coaching leader, we've got options:
- d. Coaching for Leaders is where we can customize and deliver coach training as a part of your company's overall leadership development,
- e. And we invite you to apply to join a SeattleCoach Flagship Cohort, designed for leaders who are aiming at certification via the International Coaching Federation.

Index fingers up! Who will know about your experiment?

Share answers all together or by triads, maybe all together

IX. The Toast / Conclude and thank everyone

Finally, within 24-48 hours, you'll want to send a follow-up note to all participants. Something like:

Hi there.

Thank you for a delightful two hours. We admired your willingness to reflect and to try something new.

I think we accomplished our goals of:

- 1. Exploring the essential whats and hows of leadership coaching/the coaching mindset as an essential "gear" for these leaders.*
- 2. Of describing and illustrating moments and issues when coaching may work better than directing, telling, advising, nagging, selling, convincing, rescuing, propping up, consoling or firefighting.*
- 3. Talking about leadership/coaching presence.*
- 4. Of making sure you left with an actionable experiment.*
- 5. And, as always with SeattleCoach workshops, we had some fun.*

These were the next steps we closed with:

- 1. Regarding your 10% shift, please check in with that person you pointed to in the coming week.*
- 2. Read this "brief book about a big deal" [The Essential Coaching Leader](#).*
- 3. If/when you're ready to learn more about development as a coaching leader, we've got options:*
 - a. [Coaching for Leaders](#) is where we can customize and deliver coach training as a part of your company's overall leadership development,*
 - b. And we invite you to apply to join a [SeattleCoach Flagship Cohort](#), designed for leaders who are aiming at certification via the International Coaching Federation.*
- 4. FYI, [The Coaching for Leaders Playbook, Second Edition](#) will be released in the Summer of 2023.*

To the Journey Then!