



THE CAREER FARM
GROW YOUR OWN

Coaching Skills for Leaders and Managers

Kim Morgan for Open University Business School



The psychology of COACHING

Tips for Leaders and Managers

Kim Morgan, MCC



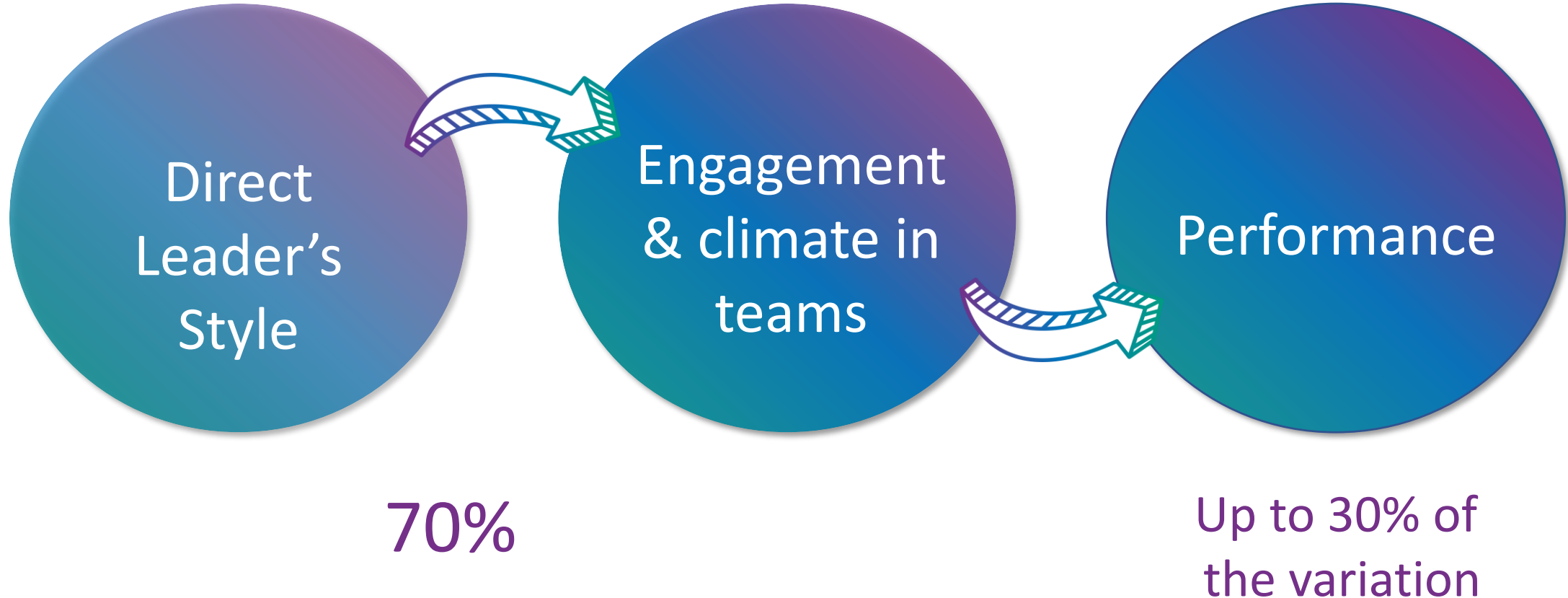


Most leadership experts agree
that Psychology is not taught
enough to leaders and managers

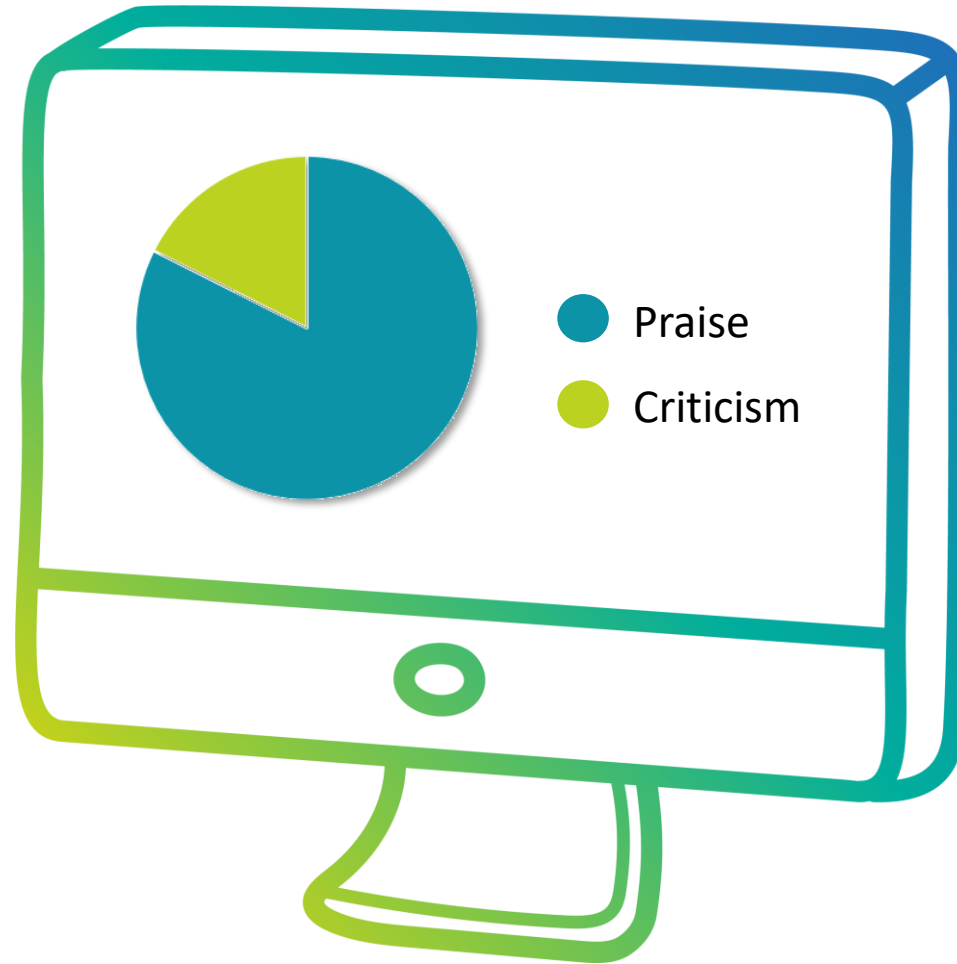
Coaching is applied Psychology

Context

Your leadership style makes a difference to performance



Praise & Recognition are basic human needs





Psychology of Change and Motivation



Change is difficult & complex

Emotional, physical, psychological, familiar, neuro-physiological conditioning all keep us in familiar patterns and behaviours.



Examples

Gastric band patients ordering takeaway while still in hospital recovering from weight reduction surgery

Lottery winners losing all their winnings

Research that half to a third of Americans on maintenance medications who understand why they are on them, don't take them

An inherent assumption in work-related attempts at encouraging personal change is that it is skills-based (people can't be taught to change). They can be taught, but generally won't change because of invisible and inbuilt immunity to change.

When does change happen?

Transformational Learning Moments

Situations that give rise to critical self-reflection and transformational learning
(Mezirow, 1991):

- A disorientating dilemma
- A state of puzzlement
- Recognising that others share our feelings
- An empathetic provocateur (a Coach!)
- Non-learning (Jarvis)





We remember life's important moments
especially well.

Emotional experiences, whether good or
bad, leave strong traces in the brain.

Joseph E. LeDoux
Centre for Neural Science, NYU





What does stress
do to us?

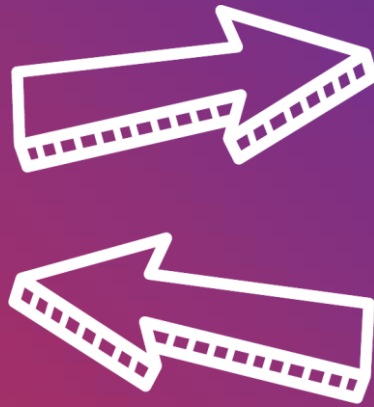


Threat response

- IQ drops up to 20 points
- Black and white/all-or-nothing thinking
- No ability to generate alternatives
- Closed mindset
- Win/lose mentality



Ensuring competency model vs survival mode



Gaining perspective

Scale of awfulness



“The greatest weapon against stress is our ability to choose one thought over another.”

- William James

What attention does to us

Floods brain with stress-reducing
chemicals

Enables us to be creative, open and
generate new ideas

Improves and ignites
our thinking

The background features a color gradient from red on the left to blue on the right. In the top-left and bottom-right corners, there are large, semi-transparent, abstract shapes that resemble stylized water droplets or organic forms, with a color gradient matching the background.

The mind that holds the problem, also holds
the solution and it's usually the best one

Nancy Kline (1999) 'Time to Think'

A THINKING Partnership

- If you really believe that someone can think well for themselves, you do not feel the need to think for them
- Emanate trust, interest and unconditional positive regard
- The quality of your listening will ignite their thinking
- In groups, it is a generative process



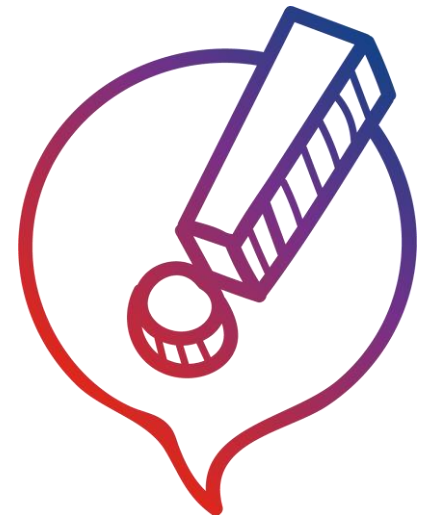
We are more likely to do something if we “own” it  BAREFOOT
COACHING

Cialdini’s work for a Government Think Tank on reducing no-shows at GP surgeries in Bedfordshire. Two simple changes led to a 30% improvement.

Learn to ask more questions: Who, What, When, How, Where?
Questions set the stage for our thinking...internal search engine is activated.

Obstacles to change

- Conflict between the desired state and actual state (Goal and Reality)
- Homeostasis or Self-Consistency Theory
- Habit or established neural pathways
- Beliefs, assumptions, confidence
- Secondary gain (pay-off)
- Hierarchy of needs or values



The grow model

The GROW model is a commonly used and effective framework for a coaching conversation



Goal

What is the problem/ issue you are dealing with?

Reality

Where are you with it? Where do you want to be?

Options

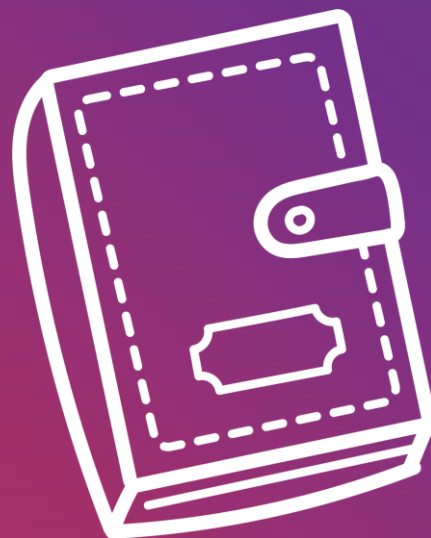
What choices are available? What could you do?

Will (Way

Forward)
Where will you start? Who could help you?



Coaching tools to take away



Vision chairs

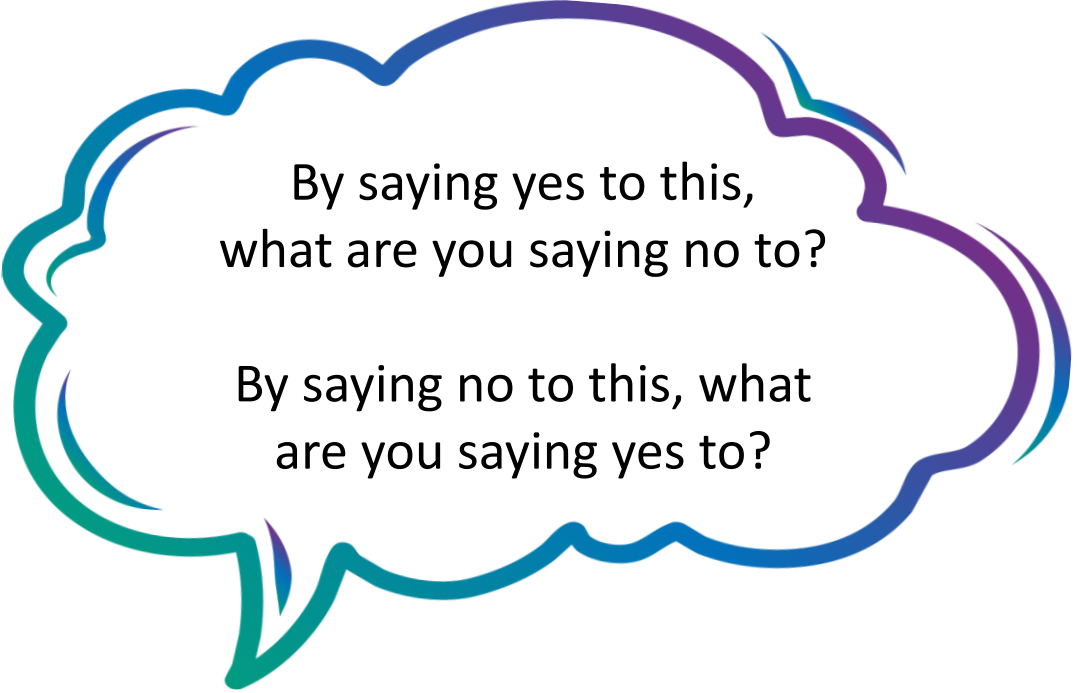

- Find the right levers to bring about change
- Towards pleasure or away from pain
- Associating our everyday decisions with long-term outcomes
- Finding tools to ensure that intention turns to action – mental rehearsal
- Getting the blinkers off



Vision Chairs

Or 'know how, watts & morgan

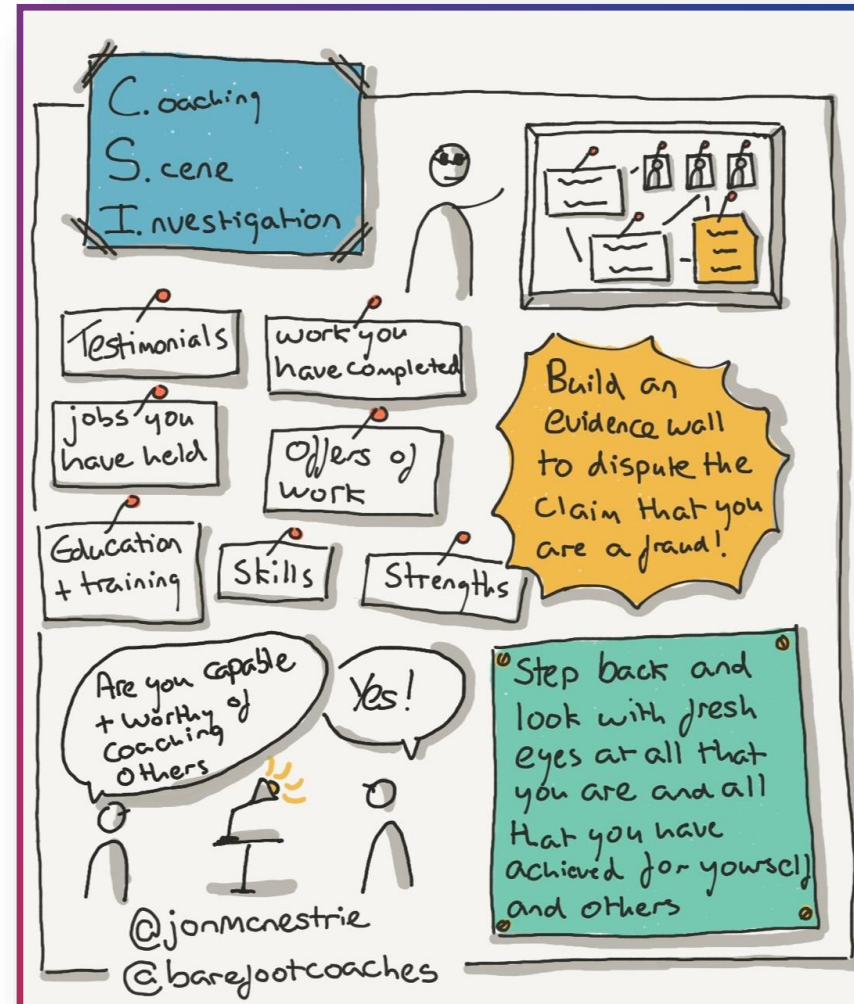




By saying yes to this,
what are you saying no to?

By saying no to this, what
are you saying yes to?

Evidence Wall



Obstacle Analysis Grid

| | | |
|--|---|---|
| <p>INFORMATION</p> <p>I don't know what to do and don't know where to find out/I have too much information.</p> | <p>SKILL</p> <p>I don't have the skills to succeed in this area.</p> | <p>BELIEF</p> <p>This will never happen. Other people might be able to do it, but it is unlikely for me.</p> |
| <p>WELLBEING</p> <p>I am too tired/stressed /I'll deal with this later.</p> | <p>OTHER PEOPLE</p> <p>My husband/wife/kids/ boss makes it difficult for me.</p> | <p>MOTIVATION</p> <p>I can't get started/ I don't care enough.</p> |
| <p>TIME</p> <p>There is not enough time in the day.</p> | <p>MONEY</p> <p>I can't afford to do this.</p> | <p>FEAR</p> <p>I feel sick at the thought of it.</p> |

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Leader as Coach
Distillers of Knowledge Series





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From here you can create your personal Career Maximiser account so that you can work through the course and build your career strategy.

Just click on the link to register and get started.

If you've already created your personal account, use the login link to go straight to the login page for the course (you can also use this link if you've forgotten your password).

Below the links there is a video which will give you more background on the course and how it can help you, and below the video you will find a link to other careers resources.

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A short video to explain what the course is all about and how it can help you...



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Alumni Webinar Programme 2023 - 2024

Please feel welcome to join us for the upcoming webinars:

- **25 January** 1pm – 2pm UK local time Panel
| **Building and Thriving in a Portfolio Career**
- **27 February** 1pm - 2pm UK local time Richard Watt
Storytelling to Convey Difficult Messages

Thank you for joining us today

Please tell us what you think by accessing the feedback link after this session