

PURPOSEFUL CONVERSATIONS MODEL ELEMENTS




The Process

The 5 Step Coaching Exchange


- Identify
- Discover
- Strategize
- Clear the Way
- Recap



The Skills

The 5 Core Coaching Skills

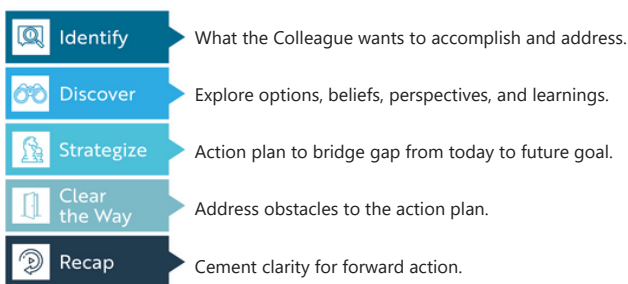
- Listening
- Questioning
- Encouraging
- Requesting
- Action Planning



The Mindset

The 5 Guiding Principles

- Be Curious
- Be Accepting
- Be Supportive
- Be Focused
- Be Committed



WHEN YOU INITIATE THE CONVERSATION

IDENTIFY: Shared Agenda

1. Declare your agenda
2. Seek their agenda
3. Ask priority

Real example:

- We have about an hour together.
- I would like to give you positive feedback about how you led the meeting yesterday and get an update on project 12's costs and timelines.
- What would you like to make sure we cover today?
- Which topic would you like to start with?

SHARING YOUR INPUT AND IDEAS



**PUT YOUR IDEAS IN STATEMENTS,
NOT QUESTIONS.**



**ONLY ASK QUESTIONS YOU DO
NOT KNOW THE ANSWER TO.**

CONTEXT AROUND ROLES

What they do?	Manager/Influencing	Coach/Developing
Prime communication style	Telling	Asking
Focus on objectives or development	Objectives based / Performance	Development based / Growth
Operates from whose agenda	Manager's	Colleague's
Expected response	Adoption	Awareness
Attached to their solution	Yes	No
Size of power differential	Large	Smaller
Declares: What, Why or How	Shares the What and Why	Supports the How

PROVIDING EFFECTIVE FEEDBACK

	Be Specific...	Example
	State intention to provide feedback (Ask) <ul style="list-style-type: none"> State your intention and desire to provide feedback. Ask if this is a good time or establish a suitable time. 	"Jason, is this a good time to give you feedback on your presentation yesterday to the marketing department?"
	Describe specific observed behaviours (What) <ul style="list-style-type: none"> Describe the situation <u>as you observed it</u>. Give details like the location, time or audience. State only the facts that you observed. Avoid sharing judgments, interpretation or your fears. Use verbs. Describe "What" and "How". Pay attention to your body language, tone of voice, speaking manner and, word choice. 	"Jason, during your presentation yesterday to the marketing department." "...you paused several times on the four technical slides and spoke so low it was difficult for me to hear you. Then on your last slide, when people asked you questions, you spoke faster, and your voice got louder." NOT: "... you were unprepared..." NOT: "... I know you were anxious..." NOT: "... we are going to lose this deal ..."
	Communicate the impact (Why) <ul style="list-style-type: none"> Describe the impact of that behavior on you and others in that situation. (Colleagues, Customers, Stakeholders...) State the feelings and thoughts the situation triggered in you. Describe possible actions needed to mitigate the impact. 	"It left me with the impression you were not prepared or read to present." "The way you spoke faster at the end, made me feel like you were in a rush to get out of the room." "My concern is that the marketing audience may be left with doubts about your project." "It will require us to go back to marketing to verify."
	Make a request or state criteria for behaviour / performance / outcome (Action) <ul style="list-style-type: none"> Seek understanding of their point of view. Make a concrete request for action. Describe next steps as you see it. Clearly state performance standard, expectation going forward. 	"What was happening for you during those specific moments? And/or "Please follow-up with marketing to see if they need more clarification."

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