



OLCC

Organizational  
Leadership Coaching  
**Credentialing Program**

## Module 2

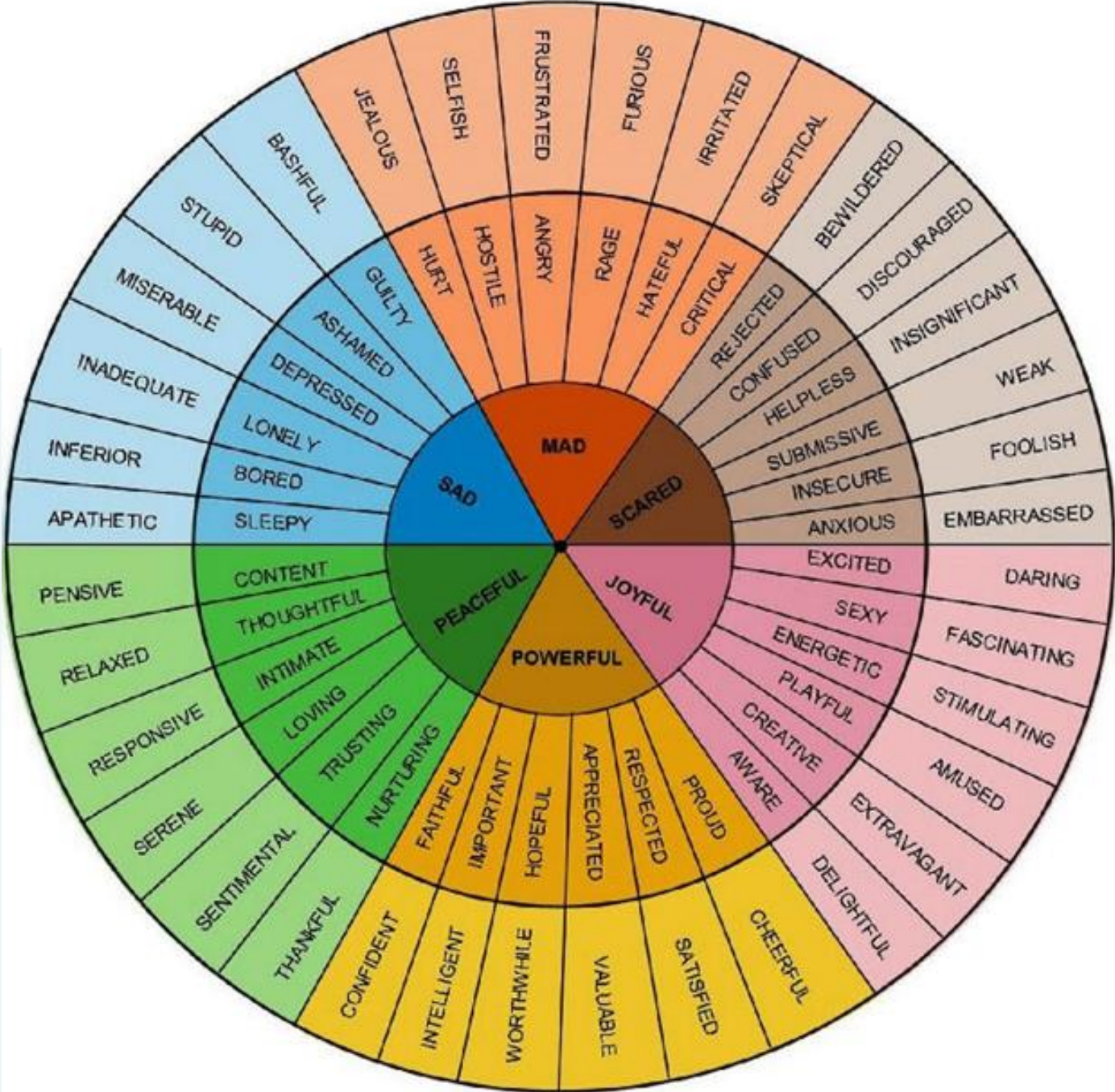
## Reflection:

ROSE (something beautiful that's blooming in your life right now)

THORN (something challenging you're dealing with)

BUD (something hopeful/exciting you're looking forward to)

# Feelings Wheel



# BREAKOUTS



# ACTIVITY



# Inspiration & Influence

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If nothing changes,  
nothing changes.

**Grace Alone**

Everyday you come to  
work you are on a job  
interview.

**Authentic**

We Can Do Hard Things.

Every moment gives you  
the opportunity to choose  
who you want to be.

Today I CHOOSE  
happiness.

**Risk more than others  
think is safe. Care more  
than others think is wise.  
Dream more than others  
think is practical. Expect  
more than others think is  
possible.**

"What if...?"

**So shall you think, so shall  
it be.**

Hope

**You did not wake up today  
to be mediocre.**

Let our lives be full of  
thanks and giving.

**So shall you think, so shall  
it be.**

You got this.

# *Inspiration & Influence*

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**Share with your group what it means to you & how it has (or may) inspire and influence.**

**Listen. Get Curious..**

# Inspiration & Influence

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# The Coaching Mindset

- 1) Self-awareness
- 2) Self-Development
- 3) Self-Regulation

OLCC  
Coaching  
Model



# Arc of a Coaching Session

<h2>The Beginning</h2> <p><i>Review (if applicable)</i></p> <p><i>Initial Goal</i></p>	<h2>The Middle</h2> <p><i>Reality Testing</i></p> <p><i>Reset Goal (if applicable)</i></p>	<h2>The End</h2> <p><i>Action</i></p> <p><i>Results (if applicable)</i></p>
<ul style="list-style-type: none"> <li>• Client lays out challenge or what he/she would like to explore during session.</li> <li>• Coach begins to narrow scope by being curious, listening, asking powerful questions:               <ul style="list-style-type: none"> <li>➤ What is desired outcome?</li> <li>➤ What is at the root-level?</li> <li>➤ How might success be measured?</li> <li>➤ What needs to be addressed in order to achieve the outcome/goal?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Coach continues to narrow topic and ensures clarity around topic by reflecting to client agreed upon areas of discussion for session.</li> <li>• Coach checks in with client ½ way to see what client is taking away/learning so far.</li> <li>• Coach checks in with client to ensure session is going in right direction or if session goal needs to be reset.</li> </ul>	<ul style="list-style-type: none"> <li>• Coach checks in with client to ask for reflection: What are you taking away from today? How does that align with your goal?</li> <li>• Coach helps client identify and define next steps from reflections.</li> <li>• Coach helps clients identify what support or resources they might need to move forward.</li> <li>• Coach ask client to determine the commitment he/she is going to make.</li> </ul>

# HOW DID IT GO?

Your Coaching  
Sessions



BEGINNING

## OPENING QUESTION

**Be careful with:**

**How was your week?**

**Remember:**

Client should set agenda

**ASK:**

In our time together, how can I best support you so that you leave here having focused on something meaningful or important to you.



BEGINNING

## Client story

### Remember:

- Focus on the PERSON, not the PROBLEM
- The WHO, not the WHAT
- Ask yourself: Why are they telling me this, and what is making this a problem for this person?



BEGINNING

## Client story

***When you question [or get curious about] the situation, your client will go deeper into the story.***

***When you question the person, you invite thinking.*** -The Heart of Laser-Focused Coaching

# Levels of Listening

**Level 1-** listening primarily to your own thoughts or agenda.

**Level 2-** Fully focused on what other person is saying.

**Level 3-** Fully focused on what the other person is saying and what they are not saying. This level includes paying attention to clues in body language, tone, pauses, hesitations, and inflection. It also includes what your intuition is telling you.



## Level 3 or Active Listening

When we are engaged with level 3 listening, we are:

- Fully present in the conversation
- Noticing (and using) non-verbal cues
- Asking open-ended questions to encourage further responses
- Reflecting back what has been said
- Listening to understand the client's truth
- Withholding judgment and advice

The background features a white space on the right and two blue geometric shapes on the left. One is a dark blue triangle pointing towards the top right, and the other is a lighter blue triangle pointing towards the bottom right, overlapping the first one.

**Don't ignore the “by the way”  
comments**



# **LASER-FOCUSED COACHING - GET TO THE POINT!**

MARCH 25, 2021





**What could be  
Coloring the Client's  
Story?**

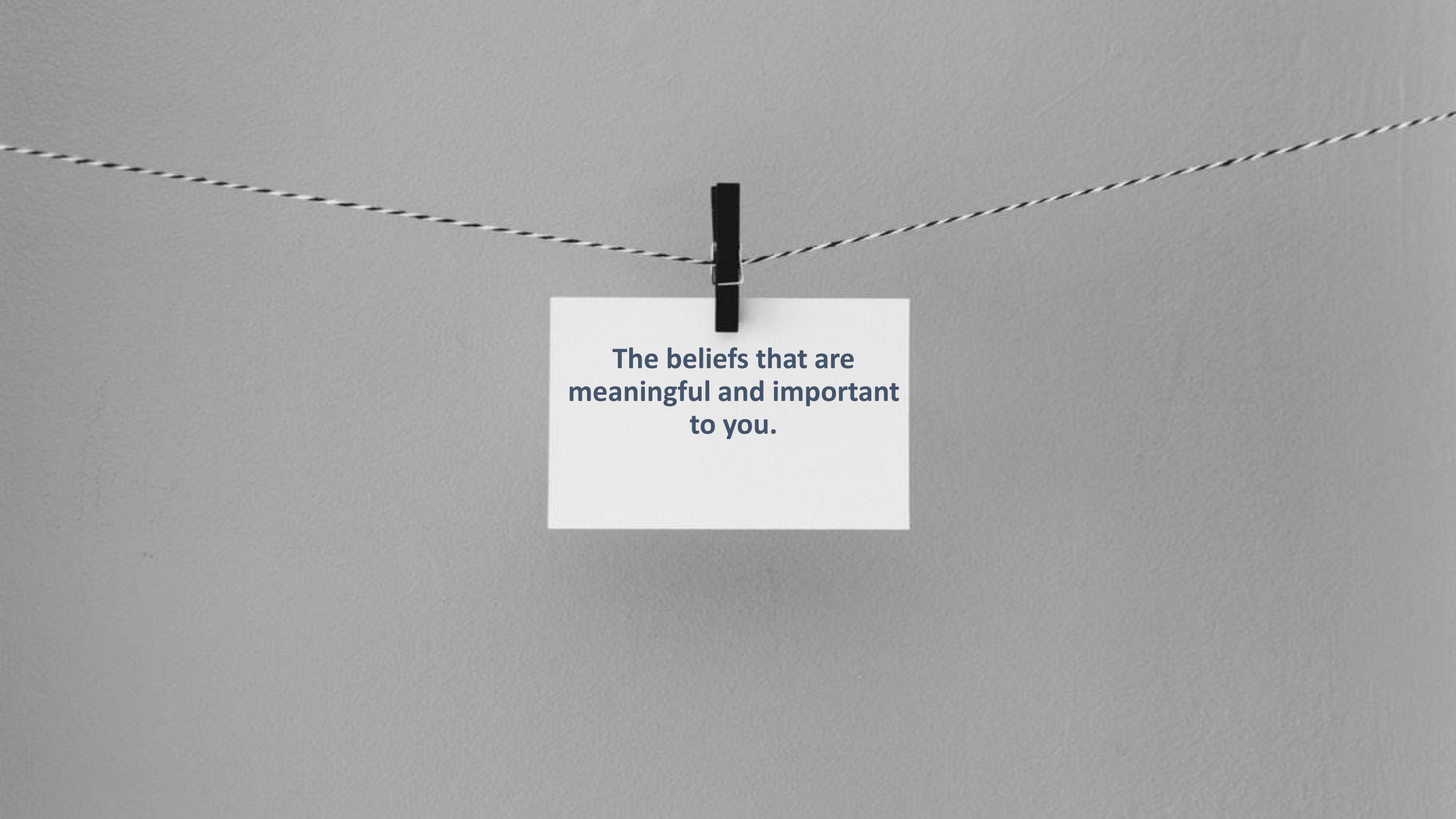


What lens are  
you using?

—

**Values**



A black clothespin is attached to a thin, dark string that runs horizontally across the upper portion of the image. The clothespin is positioned in the center, holding a small, white rectangular card. The card is centered below the clothespin and contains text. The background is a plain, light grey surface.

**The beliefs that are  
meaningful and important  
to you.**

# Values Identification



Accountability	Contentment	Forgiveness	Job security	Peace	Spirituality
Achievement	Contribution	Freedom	Joy	Perseverance	Sportsmanship
Adaptability	Cooperation	Friendship	Justice	Personal fulfillment	Stewardship
Adventure	Courage	Fun	Kindness	Power	Success
Altruism	Creativity	Future generations	Knowledge	Pride	Teamwork
Ambition	Curiosity	Generosity	Leadership	Recognition	Thrift
Authenticity	Dignity	Giving back	Learning	Reliability	Time
Balance	Diversity	Grace	Legacy	Resourcefulness	Tradition
Beauty	Environment	Gratitude	Leisure	Respect	Travel
Being the best	Efficiency	Growth	Love	Responsibility	Trust
Belonging	Equality	Harmony	Loyalty	Risk-taking	Truth
Career	Ethics	Health	Making a difference	Safety	Understanding
Caring	Excellence	Home	Nature	Security	Uniqueness
Collaboration	Fairness	Honesty	Openness	Self-discipline	Usefulness
Commitment	Faith	Hope	Optimism	Self-expression	Vision
Community	Family	Humility	Order	Self-respect	Vulnerability
Compassion	Financial stability	Humor	Parenting	Serenity	Wealth
Competence		Inclusion	Patience	Service	Well-being
Confidence		Independence	Patriotism	Simplicity	Wholeheartedness
Connection		Initiative			Wisdom
		Integrity			
		Intuition			

# **Operationalizing our Values**

# **Operationalizing our Values**

## **Case Study: Jen**



***Connection***

# ACTIVITY



## **BREAKOUT:**

**What is the meaning of your value?**

**Why does it matter?**

## *Operationalizing Your Values*

# **A REFERENCE LIST OF BEHAVIORS**

Below is a list of sample behaviors that have emerged from our research on daring leadership. While our behaviors list is extensive, you should feel free to add behaviors. Behaviors on the list often share similar wording or meaning so you can select the one that resonates for you and reflects your work culture.

### ***Showing Up***

- I am both thoughtful and decisive.
- I work to exceed expectations in every facet of my work.
- I approach my work with a sense of possibility and positivity.
- I am fully engaged. For example, you won't hear me saying things like, "It's not my job" or "It's not my problem" or "I don't care," or showing up in a way that indicates that I don't care or that I'm unwilling to own problems.
- I take initiative vs. always waiting for direction.
- I bring meaningful strategy and ideas to the team vs. "just following directions."
- I'm prepared to offer my point of view to the team.
- I practice integrity in all that I do by choosing to do what is right over what is fast,

# VALUE: CONNECTION

What are one or two behaviors that support your value?

- I express gratitude for my colleagues.
- I take responsibility for developing and maintaining professional relationships.

What are one or two behaviors that take you outside of your value?

- I don't always take care of myself.
- I over-commit.
- Some of my work/personal engagement doesn't allow meaningful connection

What is an example of a time/situation when you felt you were truly living your value?

- I wrote gratitude notes to each of my colleagues.
- I said "yes" but on my own terms.



***Your Turn!***

# VALUE: CONNECTION

---

What are one or two behaviors that support your value?

What are one or two behaviors that take you outside of your value?

What is an example of a time/situation when you felt you were truly living your value?

# VALUES: Digging (even) Deeper

---



What does it feel like when you are able to live what is important and purposeful to you?

Energized  
Strong  
Resilient  
Productive  
Seen & Heard



What are some indicators that you are living outside of your value?

Feeling unfulfilled, resentful,  
disenchanted, drained

***Your Turn!***

# VALUES: Digging (even) Deeper

---



What does it feel like when you are able to live what is important and purposeful to you?



What are some indicators that you are living outside of your value?

# **Living our Values**

## *Operationalizing Your Values*

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***Your Turn!***



# Your Value

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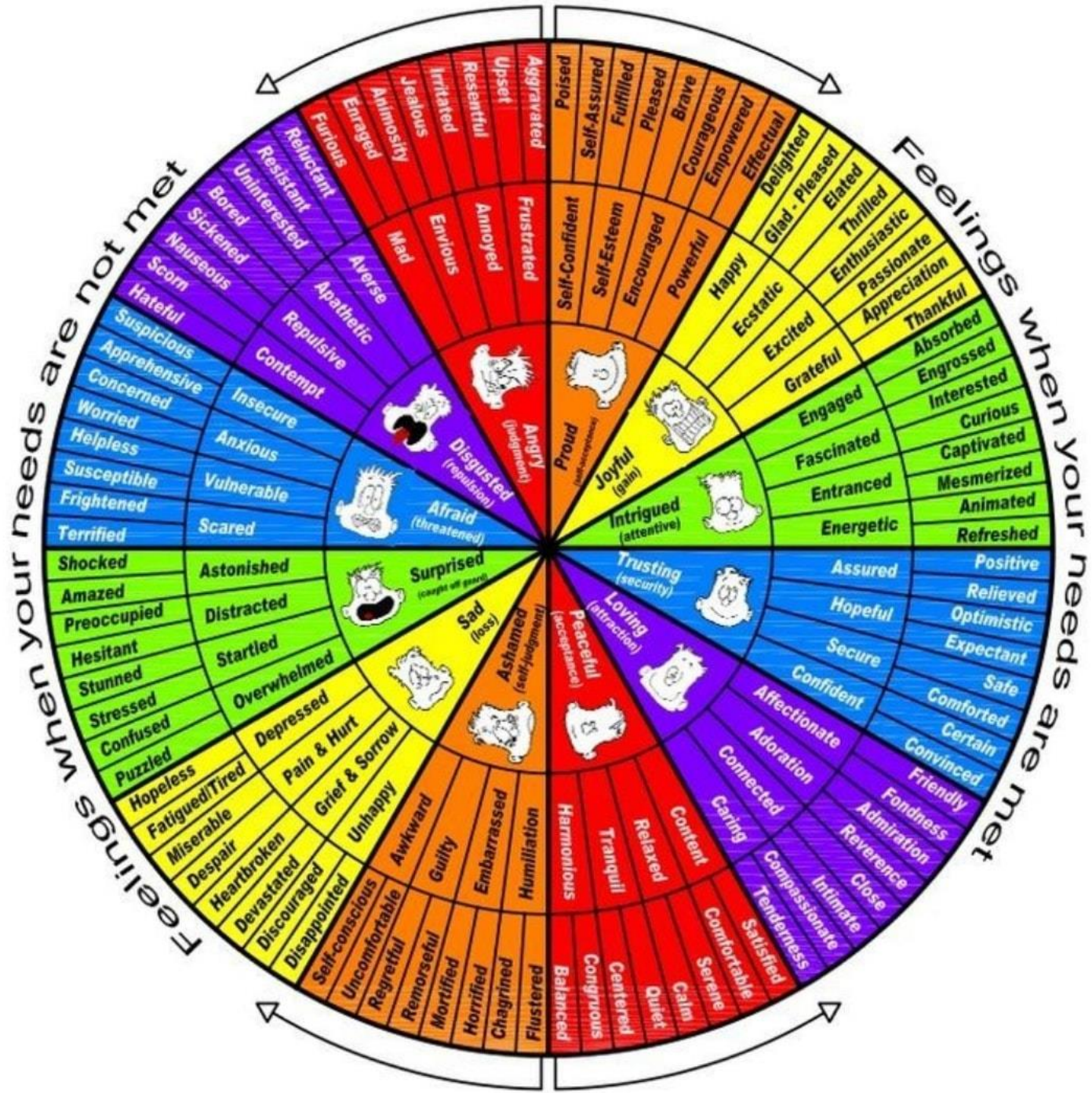
What are some indicators that you are living outside of your value?

What does it feel like when you are able to live what is important and purposeful to you?

**Share**

## Let's Connect Activity

- How are you feeling right now?
- Why might you be feeling that way?



BE AWARE

---

# Blind spots

accept you have them

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PERCEPTION

**REALITY**







# *SEEING* your Blind spots

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- Self-reflection
- Feedback
- FeedForward
- Examine your past to identify patterns
- Identify triggers
- Surround yourself with diverse thinkers with the intention of learning from them

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# Halos, Horns & Confirmation Bias

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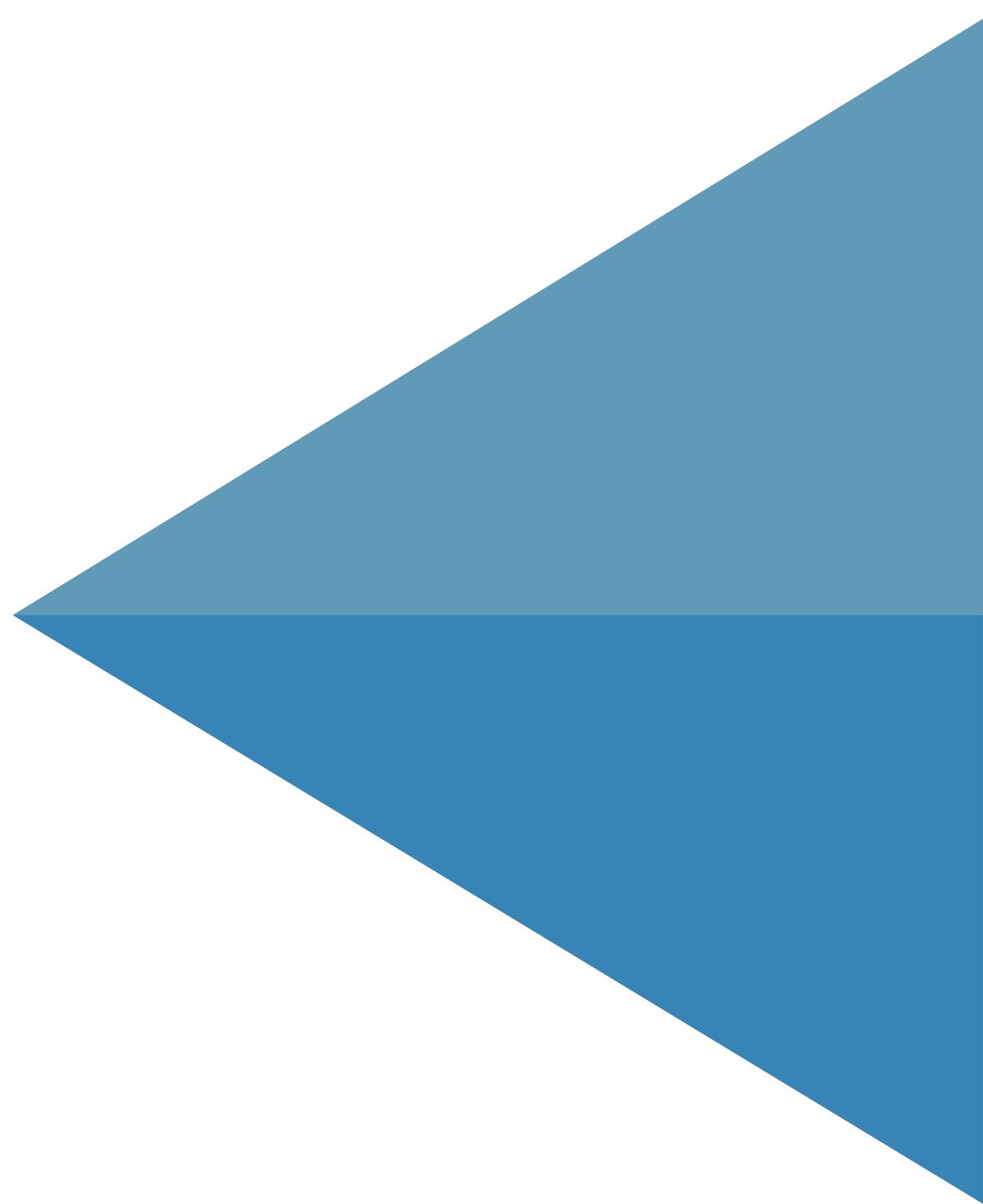




## COACHING SKILLS & TIPS

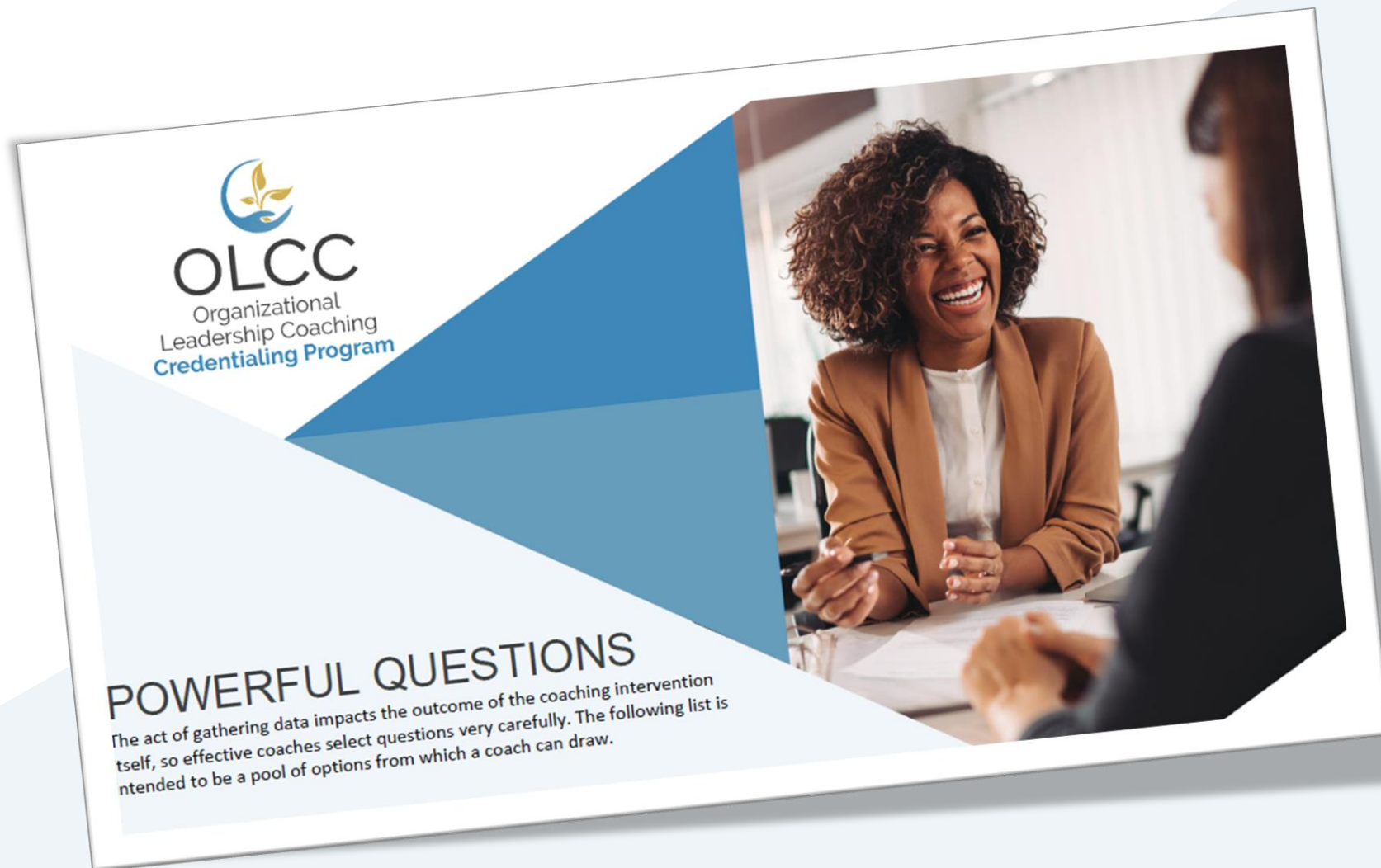
# Curiosity

A coaching mindset requires a curious mindset





# OLCC Powerful Questions Guide



A large blue arrow pointing to the right, composed of two shades of blue. The top half is a darker blue and the bottom half is a lighter blue. It starts from the left edge of the slide and points towards the right.

# Powerful Questions

Powerful questions are:

- Open-ended (who, what, when, how)
  - Can't be answered with a "yes" or "no"
- Come from a place of curiosity
- Short and broad
- Elicit information from the client
- Encourage client to think through and reflect

# Nosey –vs- Coaching Curiosity

<b>NOSEY: Asking for YOUR benefit</b>	<b>COACHING: Addresses client's thoughts &amp; feelings</b>
What did your boss do when you...	How did your boss's reaction feel to you?
What did Sally say when she missed the deadline?	How did you feel when Sally missed the deadline?



## Skill: Interrupting

Part of your job as a coach is to manage the conversation, so when you see the client losing sight of the topic at hand, it's our responsibility to refocus the client.

### Ways to interpret:

- You are pretty good at expressing yourself. Would you mind if I interrupt occasionally to keep us on track so that we can make the most of our time?
- It caught my attention when you mentioned earlier that\_\_\_\_\_. Let's come back to that.
- You just said something really powerful and I don't want to lose it. Let's pause here for a minute.

## Interrupting: What NOT to do

- Cut In: Jump in or make a comment while the client is still talking
- Talking over: When a coach keeps talking when the client tried to interrupt or when both start simultaneously, the coach failed to defer to the client.
- Talking for: When the coach finishes the client's thoughts for him/her

## Bottom Lining

Sometimes the coach has to help the client get to the point of the matter. The coach can do this by asking succinct questions that get to heart of the matter.

### Examples:

- What are you really trying to say here?
- What's the most important piece of this for me to know?
- It sounds like \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_ are all factors at play. Of this, what's the hardest part for you?



BEGINNING

**OPENING QUESTION**

**CLIENT STORY**

**Now what....**

**First question after story...BUT FIRST:**



**BEGINNING**

**ACKNOWLEDGE & AFFIRM**

**First question after story...BUT FIRST:**

## **ACKNOWLEDGE & AFFIRM**

BEGINNING

**ACKNOWLEDGE** (reflect, NOT parrot, back what you heard)

Let me see if I'm following you...

What I'm hearing you say is...

It seems like you feel undervalued by your boss...



# First question after story...BUT FIRST:

## Acknowledge

### AFFIRM

It is perfectly natural for you to feel x...

Because you've put so much effort into this (acknowledging), it is no wonder you feel so angry that x...

Given your level of insight into the situation, it makes sense that their reactions would make you would feel x



# LASER-FOCUSED COACHING - GET TO THE POINT!

MARCH 25, 2021







BEGINNING

## First question after story

*What I am hearing you say is that you desire a work-life balance that is not so heavily leaning towards work, which is very natural given how busy you seem to have been.*

*What would better work-life balance look like if you were to achieve that?*



BEGINNING

## Agreement

### What Focus will be?

*What I am hearing you say is that you desire a work-life balance that is not so heavily leaning towards work, which is very natural given how busy you seem to have been.*

*What would better work-life balance look like if you were to achieve that?*

*Given our time today and what you have shared about your desire for a more optimal work-life balance, would you like to explore this further?*

# LET'S PRACTICE

COACHING JEN & STACY



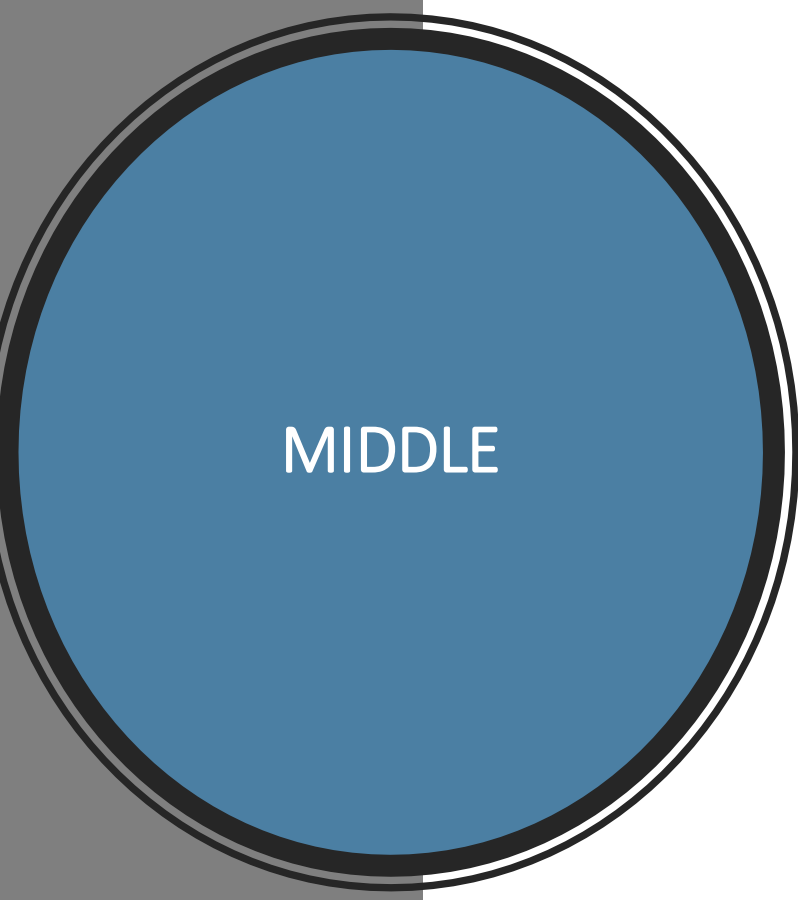
**LET'S  
PRACTICE**

**YOUR TURN!**



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MIDDLE

## Discerning Truth from Perception

***Don't believe the client.***

**What are the facts from story?**

**What is client's perception?**

## Top 10 Cognitive Distortion Descriptions with Examples

- 1. All or Nothing Thinking** Seeing things as black-or-white, right-or-wrong with nothing in between.  
Essentially: if I'm not perfect then I'm a failure.
  - Because I didn't finish writing that paper, it was a complete waste of time
  - There's no point in playing if I'm not 100% in shape • They didn't show: they're completely unreliable!
- 2. Overgeneralization** Using words like always, never in relation to a single event or experience.
  - I'll never get that promotion • She always does that...
- 3. Minimising / Magnifying and Catastrophizing** Seeing things as dramatically more or less important than they actually are, and imagining catastrophic outcomes.
  - Because my boss took \_\_\_\_\_ to lunch, she'll now get that promotion and not me
  - I forgot \_\_\_\_\_! That means my boss won't trust me again, I won't get that raise and my wife will leave me
- 4. "Shoulds"** Using should, need to, ought to, must etc. to motivate oneself, then feeling guilty when you don't follow through—or anger/resentment when someone else doesn't follow through.
  - I should have got that painting done... • I need to exercise... • I mustn't eat \_\_\_\_\_
- 5. Labelling** Attaching a negative label to yourself or others following a single event.
  - I didn't stand up to my co-worker, I'm such a wimp! • What an idiot, he didn't see that coming!
- 6. Jumping to Conclusions (Mind-Reading & Fortune Telling)**
  - 1) Mind-Reading** Making negative assumptions about how people see you without evidence or factual support  
Your friend is preoccupied and you haven't asked what's going on. Instead you're thinking:
    - She thinks I'm exaggerating again... • He still hasn't forgiven me for \_\_\_\_\_
  - 2) Fortune Telling** Making negative predictions about the future without evidence or factual support.
    - I won't be able to sell my house and I'll be stuck here (even though the housing market is good)
    - No-one will understand. I won't be invited back again (even though they are supportive friends)
- 7. Discounting the Positive** Not acknowledging the positive. Saying anyone could have done it or believing that your positive actions, qualities or achievements don't count...
  - \_\_\_\_\_ doesn't matter, anyone could have done it
  - I've only cut back from 40 cigarettes a day to 10. It doesn't count because I've not fully given up yet
- 8. Blame & Personalization** Blaming yourself when you weren't entirely responsible or blaming other people and denying your role in the situation.
  - If only I was younger, I would have got that job • If only I hadn't said \_\_\_\_\_ they wouldn't have \_\_\_\_\_
  - If she hadn't yelled at me, I wouldn't have been angry and then I wouldn't have had that car accident...
- 9. Emotional Reasoning** I feel, therefore I am \_\_\_\_\_. Assuming that a feeling or thought is true without digging deeper to see if this is accurate.
  - I feel like such an idiot (so it must be true) • I feel guilty (so I must be/have done something wrong)
  - I feel really bad for saying \_\_\_\_\_ to my partner (so I must be selfish and mean)
- 10. Mental Filter** Dwelling on one negative detail and allowing that to spoil your enjoyment, mood, hope etc.
  - You have a great time and dinner at a restaurant with friends. But because your chicken was



# GAPS

- Resources
- Knowledge
- MINDSET

## The shift/change in perspective

MIDDLE

*I have to work these insane hours, or I won't be a good supervisor.*