



Employing Coaching Techniques

HUMAN RESOURCES
PEPPERDINE UNIVERSITY



In an ideal world, what kind of work environment do you want to be in each day?

Learn something new?

Grow your career and responsibility?

Get guidance or mentoring from someone you admire?

Incorporate your faith into your daily work?

Find a sense of purpose in what you do/feel fulfilled?

Think you are working toward something greater than yourself?

Find inspiration and beauty at work?

Opportunities to be challenged, work to overcome obstacles to achieve something great?



How would people fit into this ideal work environment?

How would people interact with one another?

Would they be respectful and courteous?

Would they be uplifting in their demeanor?

Would the interactions they have make them feel valued as people and employees?

Would they give one another the benefit of the doubt?

Would they encourage one another?

Would they recognize one another for their good work?

How would people go about their duties?

Would they be joyful?

Would they use creativity to solve problems on their own?

Would they take initiative to make things better?

Would they be driven by a deep desire to serve?

Would they seek ways to learn and make their work even better?



Challenges

People problems

Difficult Conversations

Avoiding Issues



Supervisors

The Supervisor's Role

Continuous Improvement

Mentorship



Potential & Motivation



"If you manage people or are a parent (which is a form of managing people), drop everything and read *Mindset*."

—GUY KAWASAKI, author of *The Art of the Start*

mindset

THE NEW PSYCHOLOGY OF SUCCESS

HOW WE CAN
LEARN TO FULFILL
OUR POTENTIAL

*parenting
*business
*school
*relationships

"Will prove to be one of the most influential books ever about motivation."
—PO BRONSON, author of *NurtureShock*

CAROL S. DWECK, Ph.D.

Fixed Mindset

- Believes a person's ability is fixed
- Responds negatively to failure
- Inwardly focused
- Self-protecting
- Self-aggrandizing



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Growth Mindset

- Believes in a person's potential
- Sees failure as learning
- Cares for others
- Sees beyond self





“Fixed mindset people want to be the only big fish so that when they compare themselves to those around them, they can feel a cut above the rest. In not one autobiography of a fixed-mindset CEO did I read much about mentoring or employee development programs. In every growth-mindset autobiography, there was a deep concern with the personal development and extensive discussion of it.”

- Carol Dweck



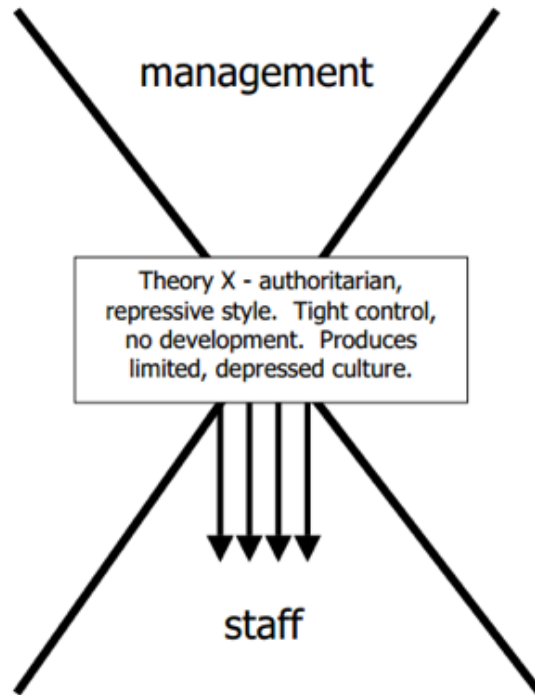


“Many organizations believe in natural talent and don’t look for people with the potential to develop. Not only are these organizations missing out on a big pool of possible leaders, but their belief in natural talent might actually squash the very people they think are naturals, making them into arrogant, defensive non-learners. The lesson is: Create an organization that prizes the development of ability – and watch the leader emerge.”

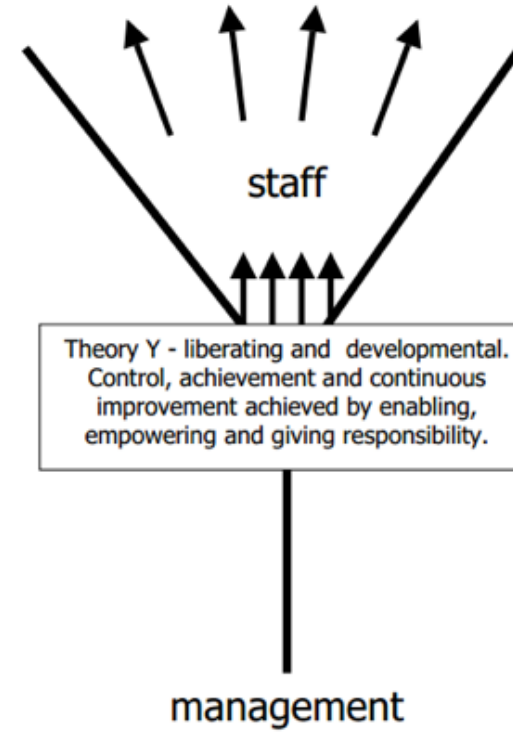
- Carol Dweck



'Theory X'



'Theory Y'






Autonomy

Mastery

Purpose



Coaching



Asking Questions

How much do we assume?


Timeliness



What information
do you need?

Are there contributing reasons
you know of for this issue?

Are you making assumptions
that should be clarified/asked?



What questions can you use to coach for success?

Would you like some feedback?

Do you face challenges in your work?

What, how, when, why? What troubles you about that?

How do you think this (project) went? Why?

How would you rate the (service, project, etc.) provided to the client? Why? Would you be happy receiving this service?

Do you think this worked well?

What could have made this better? Why?

How can you ensure you will do this next time? What will happen if this happens again?

Have we discussed this before? When? What has changed?

What caused you to proceed in this way? Why? What happened? Would you do it again? What would you do differently?

Do you perceive this to meet my/the department's/the University's standards?

Why? How?

How well did this contribute to the (mission, strategic plan, etc.)? Why? How?



Scenario 1.

You recently received complaints from your constituents regarding one of your employees saying that she does not respond to their emails, and she does not follow through on their requests.



Scenario 2.

You have an employee who missed a deadline on a high-level report and turned it in a week late. Additionally, the report contained multiple factual and grammatical errors.



Scenario 3.

You have an employee who recently began telecommuting. On days when he is out of the office, you can never get ahold of him. He does not answer his phone and takes hours to respond to your emails. This is a significant issue for you as a supervisor and also for the team as a whole.



Ideal Work Environment and People Interactions

What are challenges you face with your team?

What could be better?

What do you want to do that you have not done yet?

Do you know what each of your staff enjoys, struggles with, etc.?



Ideal Work Environment and People Interactions

What questions do you need to ask? To whom?

What information do you need?

What questions will you use for coaching?



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