LEARNING OBJECTIVES:
1. Differentiate coaching as a leadership skill from teaching, mentoring and counseling.
3. Identify three ways to use coaching as a nurse educator to empower and inspire excellence in the team, students, and relationships.

What is coaching?

Coaching is NOT ________________________________!

Initial Coaching Exercise: ~ Coaching In The Moment ~

DEBRIEF:

See Coaching Toolkit

Evidence & Examples: How does using coaching impact outcomes?
Student
Faculty
Leadership
Self
Education & Leadership Skills: Roles that influence people to grow, change and improve:

- Teaching/Tutoring (training)
- Simulation/Clinical Practice (skill development)
- Consulting (advising)
- Mentoring (relating specifically)
- **Coaching (empowering)**
- Counseling (analyzing, past-oriented)
- Managing (often detail-focused, manage project >people)
- Leading (big picture, role modeling, relational competence)
- Others

**Distinctions:**

<table>
<thead>
<tr>
<th>Therapy/Counseling</th>
<th>Coaching</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mentor</th>
<th>Coach (Professional Coach)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Teacher/Faculty/Leader</th>
<th>Using Coaching Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Rationale for Coaching:** “Training alone is ______% effective, while training + coaching is ______% effective at transferring skills and changing behavior.”

Original Reference: Making training stick. An article in Public Personnel Management (Winter 97, 26(4), p. 461, International Personnel Management Association) reported a study comparing training alone to coaching combined with training. Training alone increased productivity by 22.4% while training plus coaching increased productivity by 88%.

This study has been replicated many times in a variety of industries and settings with similar outcomes. Recommendation from findings: Coaching is the most important leadership skill in successful organizations (Center for Creative Leadership, 2016).
The Power of Coaching: Creating Empowerment and Excellence

Formula for Effective Coaching:

Purpose
Presence
Skills
Accountability
+ Relationships
= Effective Coaching

Types of Coaching:
1. Self-Coaching (Reflective Practice)
2. Leadership Coaching (Talent Management/Performance Management Strategy)
3. Traditional: One-on-One (Face-to-face or telephonic)
4. Peer Coaching (one-on-one)
5. Group/Team Coaching (small groups of up to seven)
6. E-Coaching/Virtual (via: electronic platforms, email, webinar)
7. Coaching in the Moment (real-time challenges)
8. Coaching to the Culture (Organizational Coaching)

Coaching done by either internal or external coaches. Internal coaches are either leaders with coaching training/skills or trained coaches, often part of human resource department.

Priority Coaching Skills:

Active Listening Exercise:

Debrief:

Obstacles to Effective Listening: “Our mind is faster than our speech, giving our brain time to identify our counter-attack. We are always ready to speak and are rehearsing our thoughts while we are listening.” Carl Larson, PhD

Talk → __________________________ words/minute
Hear → __________________________ words/minute
Think → __________________________ words & thoughts/minute*

*Evidence with teenage boys – gaming skills
What makes us not listen fully or interrupt others?

Reasons for Interrupting Others:

- Poor internal states
- Desire connection/relationship
- Controlling the conversation
- Judgment
- Passionate
- Desire acknowledgement
- Show our knowledge, wisdom
- Impatience
- Lack of awareness
- Multi-tasking
- I am a FIXER!
- Others?

Identifying Listening Challenges: What gets in the way of you listening fully to others?

1. What is YOUR listening challenge? Name it: ___________________
2. What is your self-talk when faced with this challenge?
3. How can you pause your self-talk to listen more fully?

Asking Powerful Questions: Holding the Space

What makes a question powerful?

**Exercise:** Unstructured Questions

Debrief:
Reframing & Clarifying to Take Action:

Create clear SMARTER Goals

Establish Accountability for Next Steps

There are two Primary Outcomes of Coaching:

<table>
<thead>
<tr>
<th>Success</th>
<th>“Stuckness”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coachee is getting results: reinforce the behavior or what is working, acknowledge the attitude, skill or behavior. Celebrate!</td>
<td>Coachee is not getting results yet! Accept, embrace, and allow for exploration, discovery &amp; inquiry!</td>
</tr>
</tbody>
</table>

BREAKDOWNS BEFORE BREAKTHROUGH!

Application of Coaching Skills:

<table>
<thead>
<tr>
<th>Students</th>
<th>Faculty/Team</th>
<th>Relationship</th>
<th>Self</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Hiring a Coach: What should I consider related to hiring a coach?

- **Readiness is Key to Success!**
- **Verify Required Sessions:** At the Colorado Center for Nursing Excellence our coaching team requires a minimum of six 1 hour telephonic/in-person coaching sessions. This is because it takes time to develop a relationship, gain momentum and achieve measurable results.
- **Professional Coach Requirements:** Ensure training from an ICA or ICF Certified Coaching Program (ethics and accountability). Ask for credentials.
- **Complementary Coaching Session:** Most coaches want to ensure that there is a right match for their skills/expertise as well. Request an initial session to clarify expectations, personality fit, expertise match for needs and accountability. The first session should be at no charge and give you an understanding of how coaching will work for you.
- **When working with a coach, consider the use of additional assessments:** Using additional assessment tools (DiSC, EQ-I, LPI etc.) can be instrumental in gaining insight and awareness related to your blindspots. All of these tools would be associated with additional costs.
- **Identify your Intention:** Coaching is about you. Be intentional about what you want and expect from coaching and communicate this clearly to your coach. Do the work between each session to get the most out of the experience. Be prepared to give your coach feedback with each session to ensure your needs are being met.
- **Confidentiality & Privacy:** ICA/ICF Ethical Standards for Coaches.

The end….or the beginning! You decide…

**Keep in touch! Contact Info:**

Deborah Center – [Deb@ColoradoNursingCenter.org](mailto:Deb@ColoradoNursingCenter.org)
Colorado Center for Nursing Excellence
303-715-0343 ext. 14