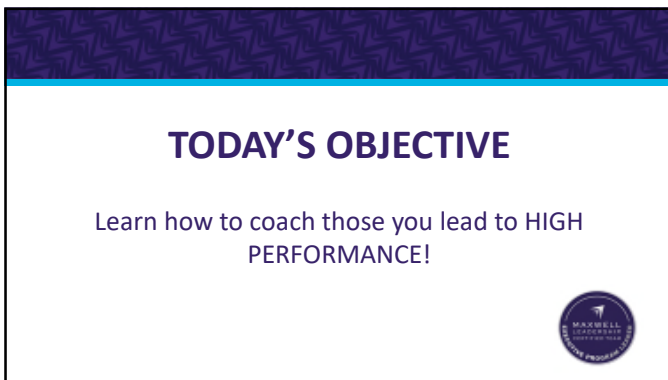
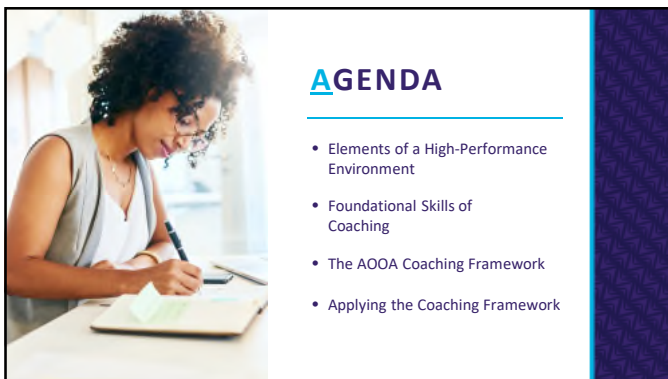


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COACHING FOR HIGH PERFORMANCE

LESSON 1:
5 Essential Elements of a High-Performance Environment

WHAT MAKES A COACHING LEADER?

- Who is a coach that you greatly admire?
- What is it about them that resonates so well with you?

There are 8 things that a leader who coaches does well

LEADERS WHO COACH DO 8 THINGS WELL

- They operate at a higher level of leadership
- They inspire vision, goals & productivity
- They create a positive culture of accountability & growth
- Focus on solutions not problems

LEADERS WHO COACH DO 8 THINGS WELL

- Help team members become leaders
- Build confidence through the concept of self-efficacy
- Stretch their team beyond their comfort zone
- Foster creativity and fresh ideas through active collaboration and conversation.

APPLICATION EXERCISE

Out of these 8 Qualities how would you rate yourself on a scale of 1-5
(1= I could improve significantly through 5=Excellent)

- I operate at a higher level of leadership
- I inspire vision, goals & productivity
- I create a positive culture of accountability & growth
- I focus on solutions not problems
- I help team members become leaders
- I build confidence through the concept of self-efficacy
- I stretch the team beyond their comfort zone
- I foster creativity and fresh ideas through active collaboration and conversation.

APPLICATION EXERCISE

What is the one thing you could do to strengthen your skill in each of these areas?

- I operate at a higher level of leadership
- I inspire vision, goals & productivity
- I create a positive culture of accountability & growth
- I focus on solutions not problems
- I help team members become leaders
- I build confidence through the concept of self-efficacy
- I stretch the team beyond their comfort zone
- I foster creativity and fresh ideas through active collaboration and conversation.

5 ESSENTIAL ELEMENTS OF A HIGH-PERFORMANCE ENVIRONMENT

1. In a high-performance environment, vision is valued.

- *What is the vision for the organization?*
- *What is the vision for your particular team or department?*
- *Where are you headed?*
- *What do you want to see a change in the next month, the next six months, the next year?*
- *What is the vision that you're moving toward?*

5 ESSENTIAL ELEMENTS OF A HIGH-PERFORMANCE ENVIRONMENT

2. Learning Is encouraged

Coaching is a cycle of Learning;
Focus is always on a particular agenda, challenge, and opportunity.
After every coaching session, the person must go with an action plan.

The coach can ask the following questions

- *How did it go?*
- *What happened?*
- *What do you want to take with you?*
- *What lesson do you want to take to continue this forward?*

5 ESSENTIAL ELEMENTS OF A HIGH-PERFORMANCE ENVIRONMENT

3. Confidence is Built
Celebrate small wins
Set your team members up for success

4. Leaders Grow People
Organizations need to invest in the leader and the people

5. Coaching is a Conversation and Performance tool

APPLICATION EXERCISE

How are you living out each of these 5 Essential Elements today?

- In a high-performance environment, vision is valued.
- Learning is encouraged
- Confidence is built
- Leaders grow people
- Coaching is a conversation and performance tool

APPLICATION EXERCISE

Out of these 5 Essential Elements which ones need more attention, and what would that look like?

- In a high-performance environment, vision is valued.
- Learning is encouraged
- Confidence is built
- Leaders grow people
- Coaching is a conversation and performance tool

COACHING FOR HIGH PERFORMANCE

LESSON 2:
The Foundational Skills of Coaching

THE FOUNDATIONAL SKILLS OF COACHING

- How would you define coaching?
- To navigate all the challenges, obstacles, and opportunities that appear along the way.
- Coaching fosters resilience.

THE FOUNDATIONAL SKILLS OF COACHING

- Coaching is a performance tool
- Counseling often focuses on the past
- Coaching is not just focused on the past
- The past is not off limits

THE FOUNDATIONAL SKILLS OF COACHING

What are some examples where someone may need counselling instead of coaching?

THE FOUNDATIONAL SKILLS OF COACHING

- Coaching and Mentoring are not the same.
- So, what is Coaching?
- A coach is a sounding board.

Coaching taps into the power of self-reflection. That person, in turn, develops their own personal growth and leadership skills in the process of participating in the coaching session.

SKILL #1: ACTIVE LISTENING

ACTIVE LISTENING IS:

- Your ability to hear what is said
- Your ability to hear what is not said.
- It helps you get to the roadblocks or obstacles.
- It empowers you to be more concise

SKILL #1: ACTIVE LISTENING

- Active Listening means listening with your whole self.
- Active listening helps you to:
 - Notice energy
 - Voice tone,
 - How fast or slow they are talking.

All these help give you direction to the coaching conversation.

SKILL #1: ACTIVE LISTENING

MINDFUL LISTENING IS:

- Being very intentional about your attention.
- When they feel heard, they go deeper and likely move forward toward solutions.

SKILL #1: ACTIVE LISTENING

EMPATHETIC LISTENING IS:

- Giving your full attention on purpose.
- Putting ourselves in their shoes.
- It's not about judging, it's about understanding.

SKILL #2: POWERFUL QUESTIONING

POWERFUL QUESTIONS:

- They inspire thought and leadership development.
- They honor the coachee.
- They must be open ended.
- They evoke insight, commitment, and action.

SKILL #3: DIRECT COMMUNICATION

DIRECT COMMUNICATION:

- Can sometimes feel uncomfortable.
- Courage is absolutely essential
- Broach challenging topics with compassion.
- Negative emotions are more powerful than positive ones.

SKILL #4: BUILDING TRUST

BUILDING TRUST:

- Requires Intentionality
- Requires your own authenticity.
- Requires sharing times where:
 - You felt challenged
 - You made a mistake,
 - You were embarrassed by a particular performance.

SKILL #4: BUILDING TRUST

Requires that we are an outstanding listener.

HOW GOOD OF A LISTENER ARE YOU?

1	2	3	4	5
I am not a good listener	I try to listen but am often distracted	I listen but don't remember details	I shut off all distractions when listening	I shut off all distractions and actively listen by verbal and nonverbal signals

THE FOUNDATIONAL SKILLS OF COACHING

What's one thing you can do to improve your active listening skills today?


COACHING FOR HIGH PERFORMANCE

LESSON 3:
The AOOA Coaching Framework

THE AOOA COACHING FRAMEWORK

- An agreement between the coach and the client
- Clear and specific
- Intentional

A: SET THE AGENDA



SETTING THE **A** AGENDA PRODUCES

- Immense Value
- Sense of Growth
- Trust
- Purpose
- Powerful Experience




BEFORE YOU LEAD A COACHING SESSION

ASK YOURSELF:

- What's the most important thing I want to gain from this session?
- What is the goal for this session?
- How could I best help or serve my team member in this session today?

BEFORE YOU LEAD A COACHING SESSION


What other questions could you ask yourself as a leader who is coaching?

THE AOOA COACHING FRAMEWORK

- Habits
- Fears
- Distractions

Q: CLARIFY THE OBSTACLES

This identifies the gaps between where they are and where they want to be.



OBSTACLES - QUESTIONS YOU MIGHT ASK

- What makes this so challenging?
- What's at the core of the issue?
- What do you need right now that you don't have?
- What are you most concerned about?
- Is there anything that makes this challenge more difficult or more pressing now than in the past?


CLARIFYING THE OBSTACLES

What other questions could you ask during this step?

THE AOOA COACHING FRAMEWORK

- Pinpoint
- Opportunities
- Brainstorming
- Exploration

O: IDENTIFY THE OPTIONS



OPTIONS - QUESTIONS YOU MIGHT ASK

- What are some options for moving forward?
- What options haven't been considered?
- What's the opportunity in this challenge?
- How might you like to move forward right now?
- If you were an expert in this subject, what advice would you give yourself?


IDENTIFYING THE OPTIONS

What additional questions might you ask in this phase as you are pinpointing options?

THE AOOA COACHING FRAMEWORK

- No action? No real plan
- Coaching should be a catalyst
- Real growth and transformation
- Moving forward

A: COMMIT TO ACTION



ACTION - QUESTIONS YOU MIGHT ASK

- What do you think is the wisest next step?
- What action will you commit to between now and our next session?
- What will you do next and when?
- What action are you willing to commit to or willing to experiment with?

IDENTIFYING THE ACTION

What additional questions could you ask in the actions phase?

THE AOOA COACHING FRAMEWORK

RECAP:

- You set the **A**GENDA
- You must identify the **O**BSTACLES
- Brainstorm all the **O**PTIONS
- Sessions are not Complete without **A**CTION

COACHING FOR HIGH PERFORMANCE

LESSON 4:
Applying The Coaching Framework

APPLYING THE COACHING FRAMEWORK

- Set The **Agenda**
- Clarify the **Obstacles**
- Identify The **Options**
- Commit to **Action**



Time to Practice the AOOA Framework

- **Step 1:** Buddy up with the person next to you – this will be your partner. Decide who will be **Partner A** and **Partner B**.
- **Step 2:** YOUR JOB is to coach your partner, so they are able to juggle 3 balls in one cycle. Pay attention to demonstration & observe the flight of the juggling balls! If you juggle at this level already then agree to a stretch goal!
- **Step 3:** You will have 7 minutes each to coach each other to improve your juggling ability. Partner A will coach Partner B first, then you will swap.

Note: I will tell you when it's time to swap so listen for my voice.

COACHING SESSION FEEDBACK

1. What are the top things you learned as a coach?
2. What are the top things you learned as a participant?

SELF COACHING FOR YOUR PERSONAL GROWTH

“ Asking personal leadership questions is one of the most powerful and effective things you can do to improve your life, your leadership, and your organization.

” Mark Cole

SELF COACHING FOR YOUR PERSONAL GROWTH

- ❖ Pause
- ❖ Agenda – What are the goals?
- ❖ Obstacles – Distractions? Hurdles?
- ❖ Options – Opportunity?
- ❖ Actions – What will you experiment with?

SUMMARY

- Create a High-Performance Environment
- Develop the Foundational Skills of Coaching
- Adopt The AOOA Coaching Framework
- Apply The Coaching Framework
 - To Your Personal Growth
 - To Your Team’s Growth
 - To Your Organization’s Growth