Coaching As a Leadership Practice – As an SPC/Leader, Do You Really Know How to Coach vs. Consult?
And the story goes...

You’re a newly minted SPC going to sell a client leader on SAFe

You are the Subject Matter Expert. You have done your homework. You’re presentation is ready.

Client: “Show me what you have.”

... You start talking

You focus on your solution to the client’s problem
The client has an agenda for their work based on past experiences.

But to be successful you know this leader will also have to change his view to a lean-agile mindset.

How can you help him make this change without challenging his past actions and current beliefs?

... You have 15min.

You can’t change the problem but you can help him view it from different perspectives.
If you change the way you look at things, the things you look at will change.

As a Consultant, you are telling...

You have your answer to the client’s problem

As a Coach, you are listening...

You are helping the client to find their right answer to their problem

... So what would this look like
Focus on the Client vs. the problem

Look for how the problem personally affects the client

As a coach, open the client up to see the problem from different perspectives

The problem stays the same

But new perspectives made available to the client can change their mindset on how to approach it
Get curious, get really curious

Move from Level 1 to Level 2 & Level 3 Listening

Leave your own lens behind

Intently focus on what is said

Respond with questions and silences that help the client further the learning

Focus on more than just the words

Observe the speaker’s actions, inactions and interactions
Deepen the client’s learning with Powerful Questions

Short and Open Ended, 3-5 words

Start with What, When, Which or How

 Sends the client in a direction of discovery providing them an opportunity to explore

Not asked with a “correct” answer in mind

Reveals additional solutions, almost always leads to greater creativity and insight
INTUITON: accessing information from context
I have a sense that..., My hunch is...

BLURTING: Responding in the moment (w/o analyzing)
...I’m not sure of the right words here

BOTTOM-LINING: Getting to the point – you/them
Get to the heart of the topic

ACKNOWLEDGEMENT: make them feel known – deliver
then notice the impact  ...This must be difficult for you

HOLD ACCOUNTABILITY: keeps them on track
... what will you do, when will you do it, how will I know

REQUESTING: Get them into action, move the energy
Make a request w/o attachment
...yes, no, counter-offer
Forward the Action

Challenge the client to take specific actions, moving them into their new perspective

...to experience these new mindsets

So let your Consultant and Coaching stances talk to each other and you

Intertwine these stances to setup the best potential for the client to gain new perspectives
My take away is:

The best way to enable a mindset shift is to open up new perspectives to explore

And to have your client experience each perspective for themselves

VS

You trying to sell them on it

... And Coaching is the way to do it!