



Coaching Yourself and Others for Leadership Success

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ABOUT ME



Marie Snidow, SPHR, *Certified Master Coach*

- Leadership development consultant
- 23+ years of talent management experience:
 - leadership development
 - training design and facilitation
 - organizational development
 - executive coaching
- Austin native; graduate of The University of Texas at Austin

AGENDA

- Women coaching other women
- Traits of a good coach
- Benefits of coaching others
- 5-step coaching model
- Focus areas for coaching ourselves
- Practice session

TRAITS OF A GOOD COACH

Think about one of the best coaches you have ever had. List 4 – 6 things they did that made them a good coach.



TRAITS OF A GOOD COACH

- Champion
- Good listener
- Cares about me and my growth
- Supports me
- Good sounding board
- Models the way
- Asks great questions and lets me figure it out

WHAT IS COACHING?

The process of guiding someone to achieve greater success.

Possible focus areas:

- improving performance
- solving problems
- adapting to a changing environment
- career development
- overcoming specific obstacles

WHAT IS COACHING?

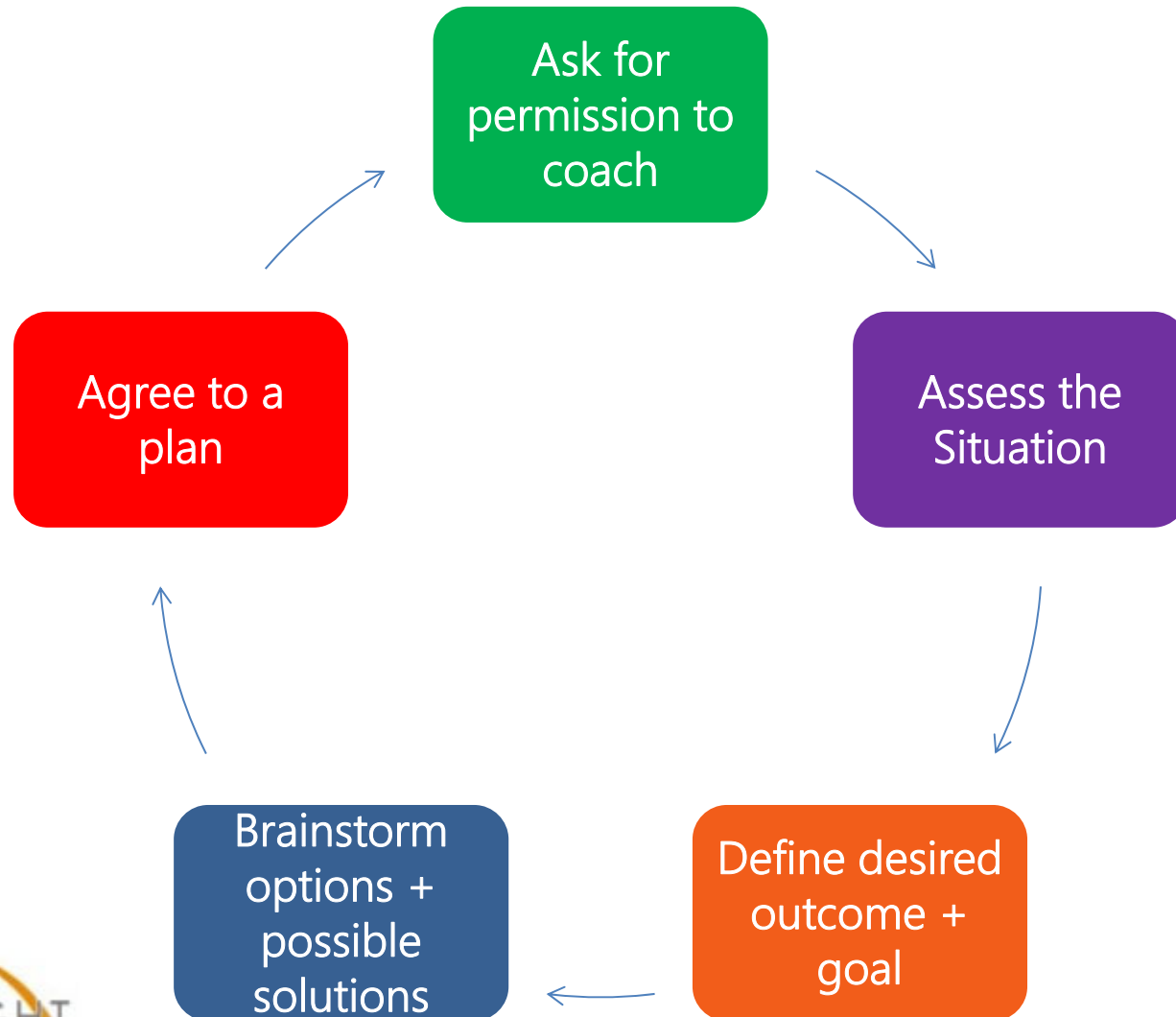


Your coach can help you find new solutions
to move towards your goals.

APPROACH TO PROBLEMS

Less Effective	More Effective
Listen, show empathy and concern. Agree and commensurate with their situation.	Listen, show empathy and concern – then offer to work through the problem with them. Seek solution.
Share your own stories and frustrations.	Use the 5-step coaching model to help them arrive at a solution.
Walk away feeling good that you both got things off your chest – but there is no solution or change.	Ask good coaching questions so that the solution is not yours – but theirs.

5 STEP COACHING MODEL



COACHES ASK GOOD QUESTIONS

The focus is on:

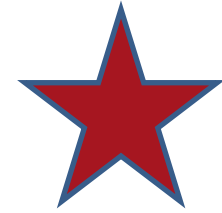
- Exploring options and different approaches
- Gaining greater understanding
- Thinking through solutions
- Taking some sort of corrective action
- Things / actions that can be taken going forward; future-oriented

TxDOT SCENARIO

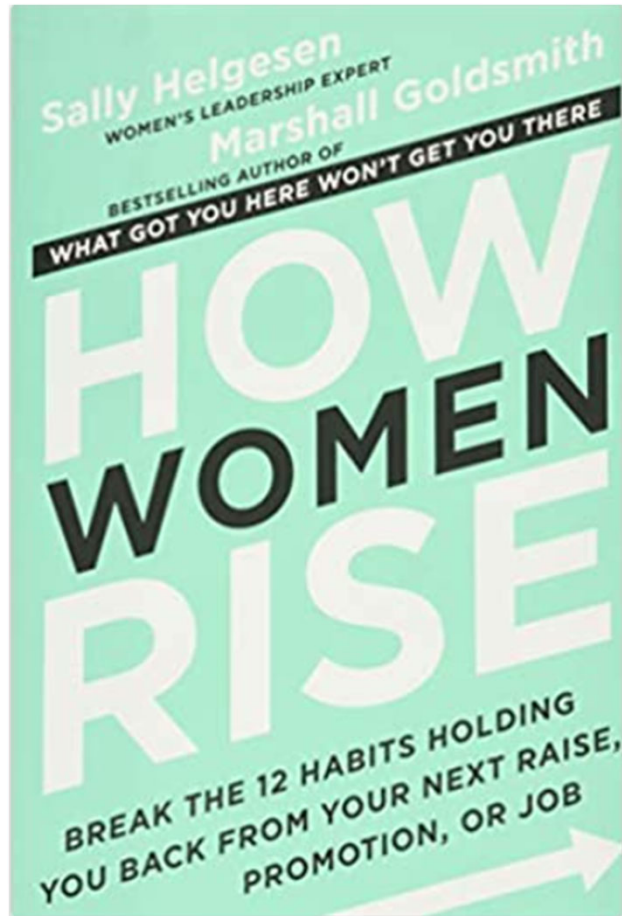
Katie is a transportation design engineer working within a cross-functional corridor planning team. **Lisa** is Katie's peer, working as a planner. Katie does her job well, but she stays "in the weeds" a lot – buried in the details. It has tended to slow the group down.

The group is working hard on a presentation for the leadership team; the high-level presentation must communicate the vision and key strategies as part of a status update. A member of the corridor planning team takes Lisa aside and asks if she'd be willing to talk to Katie about the presentation; Katie's slides are way too detailed and is making suggestions to add even more detail to other slides. The deadline to submit is right around the corner.

Coaching Ourselves



WHAT HOLDS WOMEN BACK?



- 12 habits hinder women from being promoted at work.
- Learn to recognize your own habits on the job.
- Coach yourself and other women for career success.

HABIT #1: Reluctance to Claim Your Achievements

Is this you?

- Often work harder than your male peers.
- Avoid calling attention to yourself.
- Feel like it is obnoxious and self-promoting to highlight your work.
- Believe that people will notice your fantastic work and reward it. No need to say anything.

OVERCOMING HABIT #1

- Take credit for your own work.
- When praised, don't point out your flaws.
- Learn and practice the art of self-promotion.
- Apply for jobs that you are 60% or more qualified; not 100%.
- Track your successes and share them with manager in regular one-on-ones – and annual reviews.
- Be able to articulate your strengths.

HABIT #7: Trying to be Perfect

Is this you?

- Believe that you will succeed if you do your job perfectly.
- Stew over mistakes instead of moving on.
- Have a hard time delegating.
- Take failure deeply to heart; lots of self-blame.
- Tend to micromanage.
- Reluctant to take risks.

OVERCOMING HABIT #7

- Take measures to not be controlling. Get someone to coach you.
- Learn how to delegate effectively.
- Actively and regularly prioritize your workload.
- Practice taking measured risks.
- Resist the tendency to enable other people. Decide ahead of time how you'll respond when people don't perform as you'd like.

HABIT #8: Wanting to Please; To be Nice

Is this you?

- Say “yes” to requests you don’t want to do – or don’t have time for.
- Have a need to make others happy.
- Worry a great deal about what others think.
- Don’t voice unpopular decisions or opinions.
- Are always over committed.

OVERCOMING HABIT #8

- Set personal boundaries and stick to them.
- Share your expectations with others.
- Care less about what people think. You cannot make everyone happy.
- Get others to hold themselves accountable.
- Learn to voice your opinion in meetings, even when it goes against the popular opinion.

OVERCOMING HABIT #8

- Don't say "yes" to requests in the moment.
- Negotiate what you can do vs. can't do – at work and at home.
- Practice making difficult business decisions that you believe are the right decisions.
- Become very skilled at handling conflict.

PRACTICE SESSION

In your breakout groups:

Person 1: (Coachee) Chooses 1 of the 3 habits presented that applies to them.

Person 2: (Coach) Uses the coaching model and asks good questions to help work through the problem with the Coachee. The focus: What can they do differently in the future?

PRACTICE SESSION

Person 3: (Coach Assistant) Help the Coach where needed. Look at the coaching questions and offer suggestions or support when the Coach gets stuck (but don't coach for them).

Others: (Observer) Listen and write down what the Coach did well. Which questions really helped the Coachee move towards solutions? Share your observations afterwards.

STANDBY FOR BREAKOUT ROOMS

Please standby while we organize the breakout rooms – appreciate your patience

During the breakout:

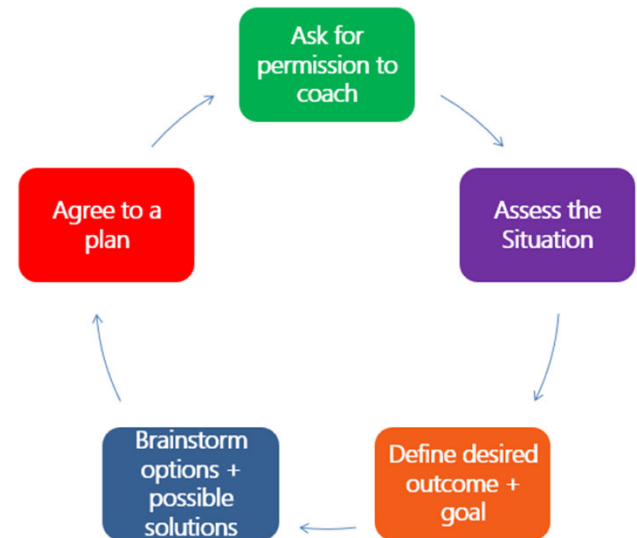
- Use the **handout** in your meeting invite
- Choose roles quickly (coachee, coach, coach assistant, observer); turn on camera if possible
- You'll have 10 min. to discuss – watch the timer
- You'll be moved back to the main session afterward

PRACTICE SESSION DEBRIEF

1. What worked?

2. What didn't work?

3. Where can you use this coaching model (and the coaching questions) in your work and life?



THANK YOU!

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