

Tap In: Building MLGMA Leaders; Coaching and Mentoring



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Leading in the 21st Century



What's Different Now?

- Complex, competitive, continuously changing
- Economic challenges and scarcity of resources
- Cultural differences
- Challenges of virtual teams
- Technology = 24/7 availability
- Multitasking
- Lack of trust: ego and scandals
- Generational differences

“You Can’t Stop the Waves...”



“But You Can Learn How to Surf”

Jon Kabat Zinn

- Research shows that successful people tend to have higher levels of self awareness of strengths and weaknesses and more developed social skills and Emotional Intelligence than others
- Successful people tend to proactively create the career they desire by articulating their goals, discussing their goals with others and developing a systematic plan of action to achieve their goals
- Co-creating action plans through coaching tends to create more buy-in to the process and therefore more success in goal achievement

Paula Caproni

University of Michigan Ross School of Business

The Practical Coach



How Leaders Develop

“Leadership can—indeed must—be learned. It is learned by *taking action toward a direction you choose, gaining support, exercising skills, reflecting on your experience, and then coaching others.*”

Stewart D. Friedman
Total Leadership
The Wharton School



Mindful Engagement

Sources of Your Leadership Capability

7%
PROGRAMS

- Courses
- Lectures
- Formal Training

14%
OTHER PEOPLE

- Mentors
- Role Models
- Positive/Negative Bosses



49%
STRETCH
EXPERIENCE

- Novel
- Ambiguous
- Meaningful

30%
DNA

Rule of thumb, based on research by USC's Morgan McCall

Focus on Mindful(ness)

- Sit comfortably with both feet resting on the ground
- Focus on your posture, drop your shoulders from your ears, open your heart and lungs
- Close your eyes
- Visualize putting thoughts about what has happened before now and what will happen after now in a box on a shelf
- Take 4 slow breaths for a count of 4, in and out through your nose
- Open your eyes



Followers Tell Us What Matters Most...



- Gallup

Staggering Stats on Leadership

- More than **80%** of employees say their bosses don't listen well and **don't provide enough helpful feedback**. (Ken Blanchard & Scott Blanchard)
- Companies who implement **regular employee feedback have turnover rates that are 14.9% lower** than for employees who receive no feedback. When a company raises employee engagement levels consistently across every business unit, everything gets better. (Gallup)
- When an organization's leadership **fails to focus on individuals' strengths, the odds of an employee being engaged are 9%**. But when an organization's leadership **focuses on the strengths of its employees, the odds soar to almost 73%**. (Gallup)

The Treasure Sitting Next to You



Mental Models as Change Barriers

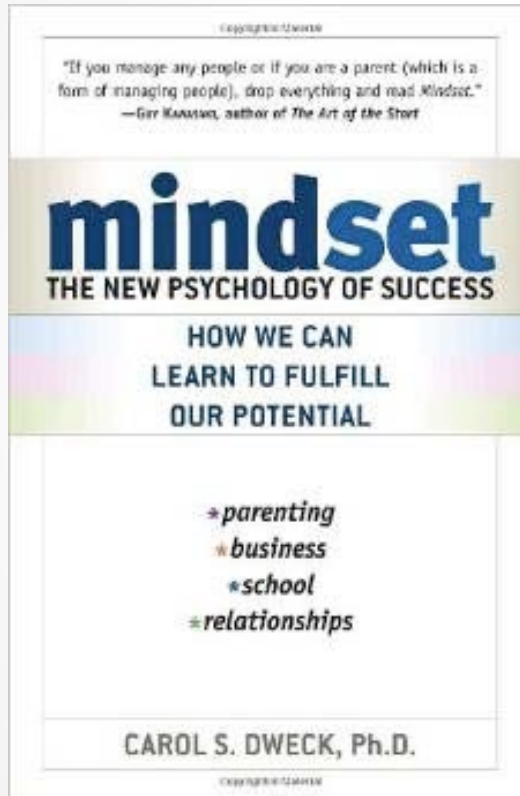
“Problems cannot be solved at the same level of awareness that created them.” – Albert Einstein



Mindset Changes Everything



The 2 Mindsets



Fixed Mindset

- Abilities are fixed
- Challenges trigger fear of failure
- Need to prove yourself

Growth Mindset

- Abilities developed through effort
- Challenges = growth opportunity
- Resilient and optimistic

The Leadership Mindset

Great leaders have a growth mindset

- Failure is an opportunity for growth and development
- Lifelong learner who reaches beyond comfort zone

Great leaders exude anabolic energy

- Catabolic = Stagnant or contracting energy
- Anabolic = Positive or constructive energy



The Coaching Mindset

We all have potential to learn and grow.

We often have the answers and solutions to problems within us.

The coaching relationship and conversation is key to growth and development.



Focus on Engagement: HQC

- Find a partner at your table
- Introduce or re-acquaint yourself with your partner
- Take turns asking and answering the following question:

What is one thing you are passionate about in your work or in your life right now?

Based on the work of Jane Dutton, Center for Positive Organizations
University of Michigan Ross School of Business



What Makes it Coaching?

Every conversation is potentially a coaching conversation

- A *mindset*
- An effective, unique *communication style*
- An essential *skill set* for developing self and others

The Coaching Conversation is:

The Relationship

Deep Listening

Great Questions

Supportive Feedback

Accountability Check



The GROW Model



4 Components of Emotional Intelligence



- Daniel Goleman

What If You Tried It Next Time Without the Parachute?



Coach or Mentor?

COACHES

Co-create actionable steps with client
Professionally trained to tackle any domain of life
Can be formally engaged
Strategize methods to handle various situations

Encourage self-improvement
Provide a safe setting for honest sharing

MENTORS

Provide advice based on personal experiences
Experienced in specific role or industry
Help based on goodwill, usually on an informal basis
Take a "Here is what I did" approach

Coaching and Mentoring *Must Haves*

- Trust
- Confidentiality
- Clear Expectations
- Clear Boundaries



Coaching and Mentoring

Potential Pitfalls

- Wrong Fit
- Lack of Alignment
- Lack of Consistency
- Over Investment in Being Right

Asking vs. Telling

“Leaders must know *how* to listen and must *want* to listen. Good listening is fueled by *curiosity* and *empathy*.

Dynamic listening means asking questions and not getting seduced into trying to provide all of the answers. You need to have a special discipline not to fill that vacuum.”



Ron Heifetz



"I've learned that people will forget what you've said, people will forget what you did, but people will never forget how you made them feel."

Maya Angelou

(2006)

Quoted in Bloom, J. L., Hutson, B. L., & He, Y. (i2008). *The appreciative advising revolution*. Champaign, IL: Stipes Publishing, p. 30.

Building Leaders Begins *Here*

- What is your vision for MLGMA?
- What can you offer as a coach or mentor?
- Who will you reach out to for mentorship and coaching?
- Next Steps?



Coaching Defined

“Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. Individuals... can expect to experience fresh perspectives on personal challenges and opportunities, enhanced thinking and decision-making skills, enhanced interpersonal effectiveness, and increased confidence...”

- International Coaching Federation
(coachfederation.org)



Recommended Reading

- Paula Caproni, **Management Skills for Everyday Life, The Practical Coach**
- John Whitmore, **Coaching for Performance, GROWing People, Performance and Purpose**
- Laura Whitworth, Karen Kimsey-House, Henry Kimsey-House, Phillip Sandahl, **Co-Active Coaching: New Skills for Coaching People Toward Success in Work and Life**
- GROW Model www.mindtools.com
- Carol Dweck, **Mindset: The New Psychology of Success**
www.mindsetonline.com
- Kim Cameron, **Positive Leadership**

