The Coaching Shift
How a coaching mindset and skills can change you, your interactions, and the world around you

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Purpose of The Coaching Shift
● This book is intended to help anyone develop core coaching skills that can be used to help improve their own emotions, thoughts, behaviors, & interactions with others
● It focuses less on the formal role of coaching, and more coaching skills and mindset

A levels of analysis approach
● You: your brain, thoughts, feelings, emotions, habits, goals, and more
● Your coaching skills: and how you apply them in 1:1 settings and with groups and teams
● Your coaching impact: using your coaching skills to impact organizational culture, outcomes, and more

Frameworks, tools, cases, and reflection questions (examples)
● For yourself: Notice, Pause, Name, Reframe
  o Notice that you are experiencing a strong emotional reaction
  o Pause to let cognition catch up
  o Name and say aloud what you are experiencing
  o Reframe choose a thought that better serves you or the situation

● For your interactions with others: 3 levels of listening
  o Level 1: Listening with yourself in mind
  o Level 2: Listening carefully to understand the other person’s words
  o Level 3: Listening holistically with your ears, attention, and heart
Assessing and developing a coaching culture in your organization
From Arias, Thom, and Riordan: 5 steps to develop a coaching culture

- **Assess** the current state
- **Develop** a strategy and vision
- **Implement** the strategy
- **Evaluate** coaching impact
- **Connect** with other people processes and practices

Determining the current and desired state of coaching practice maturity for your organization, including formal coaching, leaders as coaches, and more.

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<tr>
<th>This</th>
<th>Not That</th>
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<tbody>
<tr>
<td>Adopt a <strong>COn</strong> mindset (curious, open, non-judgemental)</td>
<td>Let your biases and assumptions color your perceptions</td>
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<td>Believe the other person is creative, resourceful, and whole and can solve their own problems</td>
<td>Believe that you are right and need to offer direction or advice</td>
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<td>Listen with your ears and full attention</td>
<td>Engage in lazy listening or try to multitask</td>
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<td>Listen to understand</td>
<td>Listen to respond or judge</td>
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<td>Ask open-ended questions (e.g., what, how)</td>
<td>Ask questions that can be answered with yes or no or that prompt defensiveness</td>
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<td>Ask simple, single questions</td>
<td>Wrap your questions in preamble or post-amble</td>
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<td>Let the other person finish speaking</td>
<td>Assume you know what they are thinking or try to finish their sentences for them</td>
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<td>Hold up the mirror and share what you notice about the other person’s behavior</td>
<td>Make assumptions about what people want or why they are doing something</td>
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<td>Embrace silence</td>
<td>Fill the space</td>
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<td>Hold space for others’ experience</td>
<td>Take on others’ experience</td>
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← Simple frameworks and cues like “This, not that” to make distinctions between coach-like and non coach-like behaviors!

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