



**MAXWELL
LEADERSHIP
EXECUTIVE PROGRAM**

COACHING FOR HIGH PERFORMANCE



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TODAY'S EXPECTATION

What do you hope to walk away with from today's workshop?



Foundational Skills of Coaching

How would you define coaching?

Group Activity



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



5 Essential Elements of a High-Performance Environment

1. In a High-Performance Environment, _____ is _____.

For this to happen, reflect on the following questions:

- 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 change in the next month, the next six months, and the next year?
- What is the vision you are moving toward?

Along with the organization's vision, the leader must also become _____ about team members' _____, by asking:

- How do they want to develop?
- What impact are they hoping to make?
- What are some of their dreams?

When a leader takes an interest in their team members, in their potential, in what they would like to see happen in their growth, they become more _____, _____, and _____.

2. _____ is Encouraged

Coaching is a cycle of learning. The focus is always on a particular _____, _____, and _____.

After every coaching session, the individual must go with an _____.

When they meet next time, they will share their learning.

The coach can ask the following questions:

- How did it go?
- What happened?
- What do you want to take with you?
- What lesson will you carry forward?

When this happens consistently, learning is encouraged.

3. _____ is Built

As a leader, you want to set your team members up for _____.

When people accomplish small goals, they grow more confident in pursuing larger goals over time.

Ask yourself:

- What small wins can we create as a team?
- How can we better celebrate those small wins?

Point out those small wins because in doing so, you're building a culture where confidence is built, and it's built intentionally.

4. Leaders _____ People

A high-performance environment recognizes that both the _____ and the _____ should grow together.

The organization needs to invest in both the _____ and its _____.

5. Coaching is a _____ & a _____ Tool

Coaching is a structured, ongoing process of meeting with someone over time to fix a particular _____ or develop a particular _____.

It is a collaborative tool that honors potential, believes people have more within them than they have yet accessed, and empowers meaningful action.

Application

Reflect on the five essential elements of a high-performance environment:

1. How are you currently living out each of these?
2. Which one needs the most attention right now?
3. What would improvement in that area actually look like in practice?

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.



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

GROUP ACTIVITY

Active Listening:

- 20 minutes total
- Pair up for a 5-minute exercise
- Swap and repeat for 5 minutes
- Report out



GROUP ACTIVITY

Active Listening:

Participant#1 explains to Participant#2

“What frustrates me when other people don’t listen to me?”

Participant#2 must be silent for the 1st 3 minutes

After that, they can only ask – “Tell me more” or “What Else”

Swap roles after 5 minutes



COACHING SKILLS SUMMARY

1. Active Listening
2. Powerful Questioning
3. Direct Communication
4. Building Trust



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