

W

What

What have you specifically done to further the goal...in this case, live out the team's non-negotiables.

I

Insight

What insight have you gained? What are you learning about yourself? Others? What is this showing up in your life to teach you?

N

Now What

Based on this insight, what do you need to start, stop, continue, or adjust? Where do you need help or support? How can you get that help or support?

S

So What

What is the value or impact of your actions and your insight? How have your actions impacted your results? How is the value of the insight you've gained impacting you personally and/or professionally?

COMMANDING

Soothes fears by giving clear direction in an emergency and is appropriate in a crisis, to kick-start a turn-around, or with problem team members.

PACESETTING

Meets challenging and exciting goals to get high-quality results from a motivated and competent team.

VISIONARY

Moves people toward shared dreams and is most appropriate when changes require a new vision or when a clear and inspirational direction is needed.

DEMOCRATIC

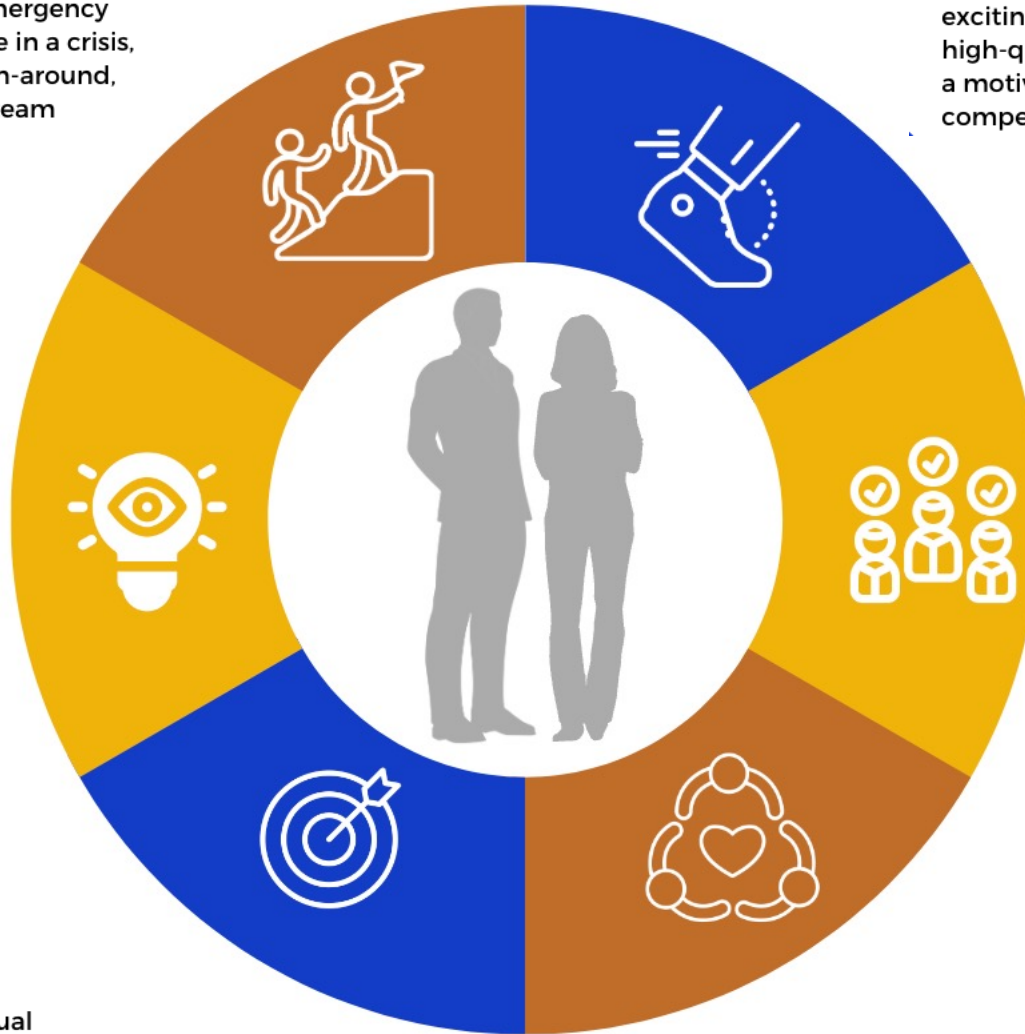
Values people's input and gets commitment through participation. It is helpful in building buy-in, consensus, and gathering input from team members.

COACHING

Connects what an individual wants with the organization's goals, helps leaders intelligently delegate, and helps team members improve performance by building long-term capabilities.

AFFILIATIVE

Creates harmony by connecting people to each other and is most appropriate to heal rifts in a team, motivate during stressful times, or strengthen connections.



01

The team (individually and collectively)

02

The leader (strengths and weaknesses)

03

The situation (context)

04

The organization (culture and history)

05

The desired result

Coaching Culture

All members of the team engage in candid, respectful coaching conversations unrestricted by reporting structure about how they can improve their working relationships and about how they can improve their individual and collective performance

Thomas Crane, The Heart of Coaching

01

You are responsible **to** people, not **for** them.

02

You were not put on the planet to be **liked**.

03

Stay **committed**, not **attached**.

04

The **presenting** problem is usually not the **real** problem.

05

People's **reality** makes sense to them.

06

There is a **reward** for every thought, behavior, choice, action we take.

07

Better solutions result when we come to a situation in a state of intense **curiosity**.

08

People are **whole, resourceful** human beings.

09

The more **choices** we **generate**, the more control and ownership we take.

10

Tell them, they **comply**. **Involve** them, they **commit**.

Active Listening

- Be interested...not interesting
- Stay curious and pay attention
- Don't judge, advise, or solve
- Listen for agreement!
- Listen to learn
- Listen FOR more than listen TO
- Listen for the real issue
- Mirror (repeat key words or last words)
- Label and Rephrase

Generative Questions

- Many possibilities instead of one right answer
- Open ended instead of closed ended
- Evokes discovery
- Moves forward
- Begins with 'what' or 'how' rather than 'why'
- Expects learning and insight
- Turns the solution back on the individual

Dana Casperson's TED Talk: Conflict is a Place of Possibilities:

<https://www.youtube.com/watch?v=WfQeH3092Sc>

THIS

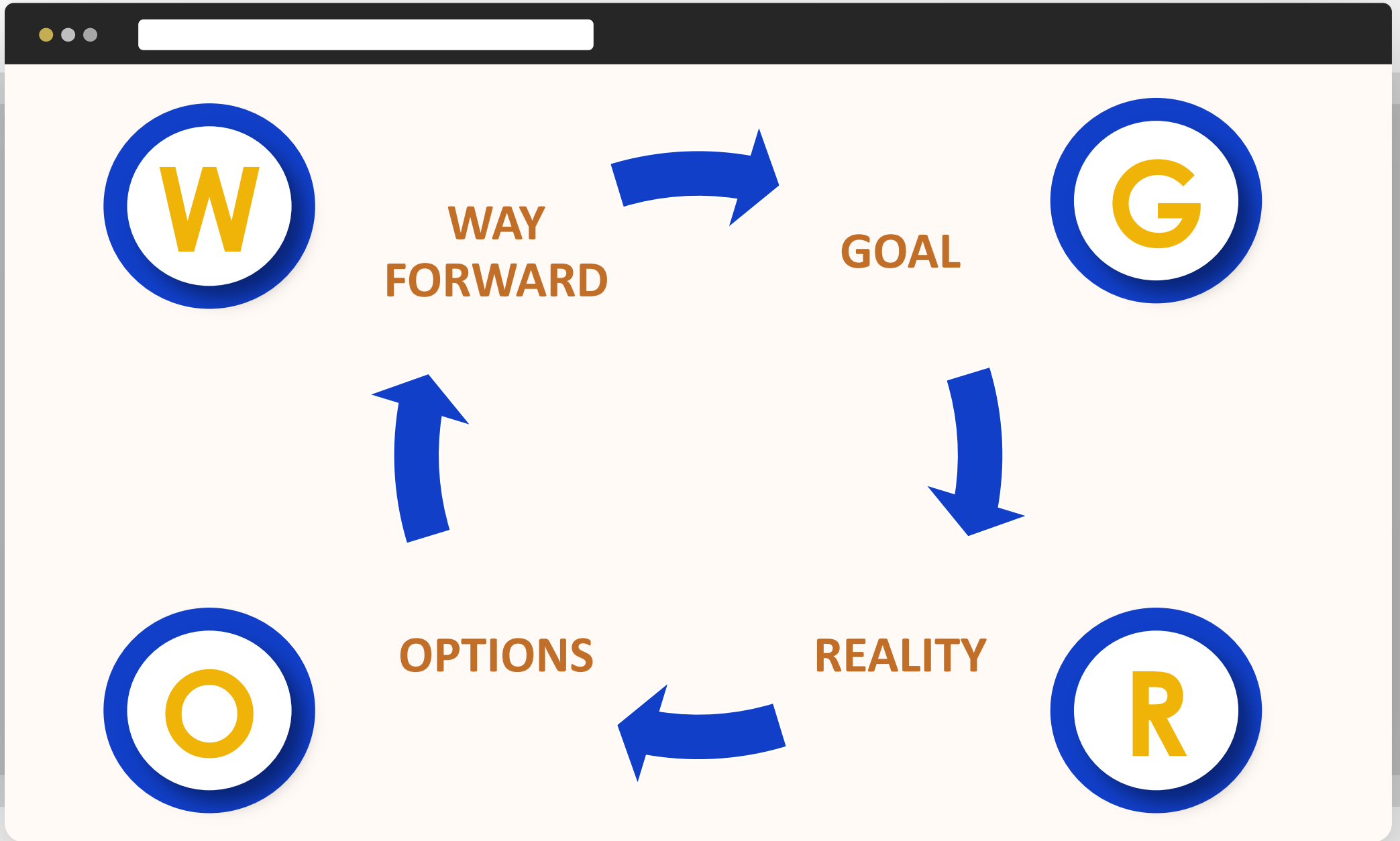
- Not hearing attack
- Assuming good intent
- Get curious before furious
- Tap the breaks on giving advice or needing to be right
- Stay curious
- Listen for NEEDS
- Stay aware of what is going on inside of you - what meaning are you giving it and what meaning do you want to give it



INSTEAD OF

- Criticizing, condemning, complaining, blaming, judging
- US against THEM
- Hoping they don't take it the wrong way
- Your comeback
- Defending yourself
- Explaining all of your reasons
- Getting them to understand you or agree with you
- Convincing them to change







State the goal of the conversation –
a goal that is compelling to
everyone involved.

- What is the perfect outcome?
- If there were no limits, what would we do?
- What is the ultimate goal for this conversation?
- What outcome would you like to create in this conversation?
- What is a goal that unites everyone involved?



Allow everyone to share what he or she is experiencing. Fearlessly and objectively discuss the situation.

- Where are we now?
- What's holding you/me/us back?
- What are you experiencing?
- What is not working?
- What are current costs/struggles/frustrations?



Collaboratively explore all possible options to close the gap between the reality and the goal.

- What are some ways we could approach this?
- What could we do differently?
- What has been successful in the past?
- What haven't we tried?
- Where can we go for new ideas?



Agree on the best options for the way forward. Clearly communicate next steps, responsibilities, and timeline. Follow up!

- What options do we want to take?
- Who will do what?
- What resources will we need?
- How do we hold each other accountable?
- What could get in our way?
- When can we have a follow-up conversation?