

Coach Training: To Train or Not to Train?

Our Thoughts on Training

We strongly recommend coach training if coaching is a significant part of the role you play at your firm. The longer, more intensive and rigorous coach training programs are extremely beneficial—and they can also require a real time commitment! If the time you spend coaching is minimal, you may want to consider a weekend or short introductory course. Also, don't forget to inquire into tuition reimbursement for professional development programs at your firm. You might be surprised to learn that some or all of your training will be covered.



Training Programs

For a comprehensive list of coaching programs based on your criteria, visit the International Coach Federation's (ICF) searchable database: <http://www.coachfederation.org/icfcredentials/program-search/>

Where Did We Get Our Training?

Please don't hesitate to contact any of us for information about the programs we attended.

Presenter	Coach Program	More information
Kathleen Post, Shannon & Manch, post@theshannongroupinc.com	Newfield Network	http://www.newfieldnetwork.com
	Success Unlimited Network	http://www.successunlimitednet.com
	Center for Creative Leadership	http://www.ccl.org
Jennifer Rakstad, Mayer Brown, JRakstad@mayerbrown.com	Hudson Institute	http://www.hudsoninstitute.com/
Michelle Nash, The Shannon Group nash@theshannongroupinc.com	Center for Creative Leadership	http://www.ccl.org
	ASTD	http://www.astd.org/
Marcia Shannon, The Shannon Group shannon@theshannongroupinc.com	Center for Creative Leadership	http://www.ccl.org
	Hudson Institute	http://www.hudsoninstitute.com/
	Coaches Training Institute	http://www.thecoaches.com/

Coaching 2.0:

Take Your Coaching Skills to the Next Level

NALP Conference - April 21, 2012

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THE SHANNON GROUP

LEADERS IN LAWYER DEVELOPMENT

Agenda

- Part I: Coaching – The Foundation
- Part II: Coaching – Skills Practice
- Wrap Up

2

Part I: Coaching – Building Blocks



Coaching: the Evolution



Coaching: A Simple Definition

Coaching [kohch- ing] – verb

- 1.Helps people define clear goals; and
- 2.Set specific time frames in which to achieve them

Coaching: How It Works



Active Listening

- At the core of all effective leadership, mentoring, and coaching
- Active listening is about:
 - Hearing
 - Understanding

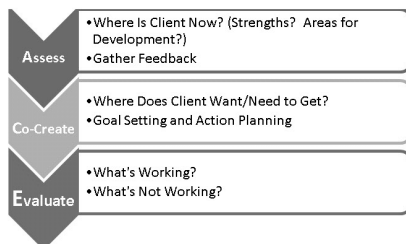


Coach vs. Advisor?

Coach	Advisor
Time-Limited	Ongoing Relationship
Goal-focused	Open-Ended
Focuses on performance with specific agenda	Focuses on individual with out predetermined agenda
Supports, questions, challenges	Gives advise

Coach Like an ACE!

Active listening throughout the process

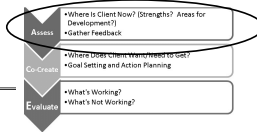


Part II: Skills Practice



Assess

- Establish trust
- Confidentiality
- Set parameters (logistics, how often will you meet?)
- Get a clear understanding of where client is now and what they want to change



Assess

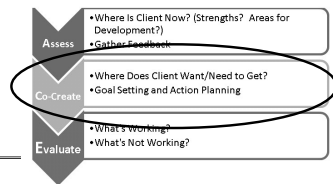
- Challenges with this in house?
- Discussion: What do you do if...
 - Client raises issues that are out of your comfort zone?
 - Client breaks down or demonstrates strong emotions ?
 - Client is all over the map and isn't clear on the issue or what they want to change?

Assess — Practice & Discussion



Co-Create Goals/ Action Steps

- Active Listening
- Goal Setting



Co-Create — Active Listening

- Powerful questions (handout)
 - What is it about this situation that is problematic?
 - On a scale of 1-10, how important is this to you?
 - What motivates you in life right now?



Co-Create – Goal Setting

- Establish desired outcomes
- How do we get there?
- Ask powerful questions



Co-Create – Goal Setting Questions

- Tell me how you have analyzed this and what strategy you have come up with.
- What is missing?
- How much time are you willing to spend on this?
- What will success look like?
- What are you willing to do in the next 30 days?



Co-Create – SMART Goals

- Make the Goal S-M-A-R-T ?
 - Specific
 - Measurable
 - Attainable
 - Relevant
 - Time-Bound

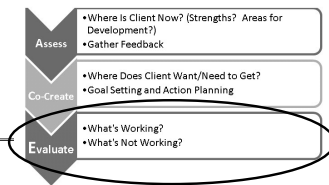


Co-Create Goals/ Action Steps – Practice & Discussion



Evaluate

- Follow up
- Reflection
- Reinforce ground covered



Evaluate

- Was the goal achieved?
- Ask powerful questions



Questions to Evaluate

- What went well and why?
- What would we do differently now?
- What would we do the same way?
- Are there new assumptions/rules to be made?
- Why did we not foresee what happened?
- What was helpful about the coaching process?



Evaluate – Practice & Discussion



What Questions Do You Have?



Summary: Core ACE Principles

- Active listening
- Goal setting
- Support
- Challenge
- Forward movement: action steps