Courageous Coaching: How Leaders Turn Conversations into Mind-Changing Events
The best leaders make us feel unsure of ourselves.
Recall someone who prompted you to change your behavior forever.
What did the person say or do?

What effect did the interaction have on you?
What happens when a leader...

Appraises you?

Helps you?

How does this differ from those who have prompted a change in you?
What people want from their leaders, and what inspires them to give their best effort, has evolved with the changing world.
What are the key leadership skills now?

- Adaptability
- Problem-Solving Skills
- Communication Skills
- Empathy
- Coaching Skills

Source: Human Capital Institute
What are the most important leadership skills?

I’m not looking to be robotically led…

I’m looking for someone who will passionately work with me to meet my goals and grow.
Encourage
Listen
Challenge
Believe in Me
Who does most of the talking?

Analyze Your Conversations
Coaching inspires & develops people’s minds, not just their skills.
Coaching or Mentoring?

When do you choose to coach or mentor?
Coaching or Mentoring?

Changing People’s Minds

Sometimes they need you to share what you know...
Coaching or Mentoring?

...but sometimes they don’t want or need your brilliant advice.

Developmental or Courageous Coaching
If they have foundational knowledge but lack in confidence or desire, consider coaching over telling and sharing.
When a competent person is stuck...
... they need a transformational (**shift in thinking**), not a transactional (**deciding what to do**), conversation with you.
Coaching = Transformation
Part I.
How Humans Learn New Behaviors
How Humans Learn

Cortical/Thinking Brain
Fact-based learning
Analysis, synthesis
Making-meaning

Short-term memory
How Humans Learn

Without considerable repetition, words must prompt strong emotions to be remembered. The emotions say to your brain, “Look at me! Remember this!!”

But information often doesn’t change behavior.
How Humans Learn

What we learn from fear is nearly impossible to change.

Reptilian/Primitive Brain
Fear-based Learning
Motor Skills
How Humans Learn

Mammalian/ Social Brain
Long-Term Memory
Emotions
Ego
How Humans Learn

The world
My rules
Who I am
Beliefs

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The Discomfort Zone: Learning happens in the moment of uncertainty.
"We don't see things as they are, we see things as we are." - Anais Nin

How Humans Learn

- My rules
- The world
- Who I am
- Beliefs

Insight-Based Learning “Aha” moments
Behavioral learning happens when what we are told either supports what we believe

OR

Learning comes when the protective barrier breaks down.
What Triggers Behavioral Learning?

A surprising fact, a disruptive reflection, or a powerful question...

These break through the walls and make us question ourselves.

From *Thinking Fast and Slow*, by Daniel Kahneman
Transformation:
When the light of awareness breaks through...
Transformation:
...you see a new truth or gain a new insight about your self and the world around you.
Transformation in Coaching:
The new truth, new meaning comes from a break in knowing so learning can occur.
The Discomfort Zone:
Learning happens in the moment of uncertainty.
SILENCE..
Is a sign that something is going on in the brain.

If you interrupt, you won’t find out what is needed.
Their discomfort ranges from slight to profound; you just need to hold the space for discovery to take place.
Part II.
How Do You Listen for What to Say?
3 Levels of Listening

One
• What I am thinking

Two
• What they are saying

Three
• What they haven’t said
3 Levels of Listening

One
- What I am thinking

Two
- What they are saying

Three
- What they haven’t said
Level 2 Listening

Julien Treasure:

R  Receive
A  Appreciate
S  Summarize
A  Ask
Level 3 Listening

One • What I am thinking

Two • What they are saying

Three • What they haven’t said
WHAT IS INTUITION?
Processing Centers in the Nervous System

- Head
- Gut
- Heart
Listening to Your Three Centers in Conversation

Curiosity (brain)

Beliefs & assumptions, about “what is true”
Listening to Your Three Centers in Conversation

Desires, Values...

Doubt based on disappointments, betrayal

Care (heart)
Listening to Your Three Centers in Conversation

Courage (gut)

Fears, Attachments (can’t let go)
Listen to Your Three Centers When Making Decisions

- Curiosity (brain)
- Care (heart)
- Courage (gut)
Level 3 Listening

One • What I am thinking

Two • What they are saying

Three • What they haven’t said

Assumptions/Beliefs, Values, Desires, Needs, Doubts Fears, Attachments
Listening to Your Three Centers in Conversation

- Curiosity (brain)
- Courage (gut)
- Care (heart)
To change people’s minds...

Coaching – Observing the stories and patterns that create what the person holds as “reality”
To change people’s minds...

Unlock the door that protects meaning

Coaching – Reflect and ask about the assumptions, beliefs, values, desires, needs, fears, and attachments that create the barrier for seeing other possibilities.
To change people’s minds...

Desired outcome

Reflect

Explore

Acknowledge

Make a plan or commitment
To change people’s minds...

What goal do they want to achieve that they can’t get now?

What is getting in the way?

What are the fears/attachments/values/needs that are making this a problem (share what you sense)?

What do you now know? What can you do?
To change people’s minds...

Coaching questions help to
  Clarify
  Explore

By listening with your entire nervous system, ask about what you sense...

...to help them think beyond their blocks to see new possibilities.
When you start the conversation...

AID feedback model

A  Action (their behavior)

I  Impact (on work or others)

D  Desired outcome (what you want for them that they want too)
Safety Bubble

Conversation Intention
(Who’s goal is it?)
Emotional Tone
Respect
Shifting Your Emotions

- **Relax** Your Body
- **Detach** From Your Thoughts
- **Center** Yourself
- **Focus** on How You Want to Feel or Who You Want to Be
Beginner’s Mind

Give up knowing.

Be curious.

Open your heart and gut.

They want you to be present more than they need you to be perfect!
When you start the conversation...

AID Can Also Be Used to Start A Positive Conversation

A  Action (their behavior)

I  Impact (on work or others)

D  Desired outcome (what you want for them that they want too)
Part III.
Your Courageous Coaching Development Plan
To change people’s minds…

Get them to stop and think about what they think and feel.

Ask questions so they question themselves.

Help them articulate what else could be true and possible.
Your Plan

What are your goals?
What can you do to integrate these skills into your leadership conversations?
The best leaders make us feel uncomfortable and unsure... and then we grow.

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