

Coaching for Challenging Conversations – Two Day Agenda

Pre-work

- Complete focusing pre-work document

Breakfast 7:30am to 8:30am	Breakfast 7:30am to 8:30am
Day 1 – start at 8:30am	Day 2 – start at 8:30am
<p>Program Introduction</p> <ul style="list-style-type: none"> • Introductions • Establish program expectations • Overview the Confronting Model • Position Confronting as part of a Coaching approach to Leadership • Define a Coaching Confrontation <p>Analyze and Prepare Self</p> <ul style="list-style-type: none"> • Conflict Styles (Kilman) • What Makes this Difficult • Getting Focused for the Conversation • Overarching Purpose • How do you want to be? 	<p>Day 1 Review</p> <ul style="list-style-type: none"> • Review Day 1 Concepts • The Conversational Map • Drop Your Agenda <p>Explore Reality</p> <ul style="list-style-type: none"> • Asking Effective Questions • Active Listening • Non-Verbal Acuity • Restate and Summarize • Video Analysis of Errors and Skills <p>Manage Their Reactivity</p> <ul style="list-style-type: none"> • Identify forms of Resistance • Skills to Manage Resistance
Lunch 12:00pm to 1:00pm	Lunch 12:00pm to 1:30pm
<p>The Opening Statement</p> <ul style="list-style-type: none"> • What is the Problem? • What is their Story? • Saboteurs • Components of an Effective Opening • Prepare an Opening from a Scenario <p>Making it Real – Part I</p> <ul style="list-style-type: none"> • Peer Coaching Exercise to prepare the Opening for a real Confrontation 	<p>Managing Your Reactivity</p> <ul style="list-style-type: none"> • Active Awareness • Chokers Profile • Triggers and Signals • Skills to Manage Your Reactions <p>Resolve and Plan</p> <ul style="list-style-type: none"> • Creating a Plan with Support and Accountability • Video Example <p>Making it Real – Part II</p> <ul style="list-style-type: none"> • Peer Coaching Exercise to fully prepare to have a real Coaching Confrontation • Final takeaways
Finish 4:00pm	Finish 4:30pm



Module Purpose and Description/Objectives

This will give you more insight into the intent and objectives of each module.

Pre-work

- Identify potential real-world conversations to which the workshop content can be applied

DAY 1

Program Introduction

- Establish clear expectations for the program, including timing and outcomes and gain involvement of participants
- Outline a comprehensive model for having a Coaching Confrontation
- Overview a model and framework for Coaching and link how a Confrontation fits within a Coaching approach to Leadership
- Define the Characteristics of a Coaching Confrontation
- Identify different situations and relationships where the skills might be applied

Analyze and Prepare Self

- Learn how to determine when it is productive to engage in conflict
- Identify your preferred approaches to dealing with conflict and how to adjust your style in the heat of the moment
- Understand the psychological impact of viewing a Confrontation as a threat and learn how to reframe in order to establish an effective mindset
- Outline the four key questions to consider when preparing to hold a Coaching Confrontation
- Learn how to identify your purpose in holding the Confrontation and the value of remaining focused on that purpose throughout the conversation
- Learn how to use imagery to access your best self during the Confrontation and how to identify when you need to regroup

The Opening Statement

- Learn a powerful process to sift through all the potential issues related to a situation and identify the core issue that you want to address
- Work through a scenario to practice the process of identifying the core issue
- Learn skills to remain open and curious to what the other person has to say as you head into the Confrontation



- Identify the most common errors made when delivering the Opening, the challenges they create and how to avoid them
- Outline the five components of an effective Opening Statement
- Practice preparing an effective Opening Statement from a scenario

Making it Real – Part I

- Experience first-hand how to apply the Analyze & Prepare and The Opening Statement components of the Confronting Model by coaching and being coached through the process of creating an Opening Statement for a real situation.

DAY 2

Day 1 Review

- Review the topics covered on Day 1 of the workshop and overview the topics to be covered in Day 2
- Introduce the Conversational Map which outlines specific communication skills and where they are used during the Confronting process
- Introduce the foundational skill of ‘Dropping Your Agenda’ that precedes the effective application of all of the skills in Explore Reality
- Engage in an exercise to experience the challenges associated with ‘Dropping Your Agenda’

Explore Reality

- Overview the core communication skills used in the Explore Reality section
- Learn the key requirements of effective questions and the difference between Open-ended and Clarifying questions
- Identify some useful Clarifying questions and common Questioning errors
- Practice the skill of creating effective questions for different scenarios
- Overview the elements of Active Listening
- Observe effective paraphrasing in a conversation
- Learn the core elements of effective paraphrasing, helpful sentence starters and errors to avoid
- Practice the skill of paraphrasing a variety of messages
- Learn how to Blend with the other person’s communication style to create psychological safety
- Understand the impact of the other person’s non-verbal communication and key non-verbal errors to avoid



- Learn how to effectively summarize what has been shared by both parties and gain agreement before attempting to create a solution
- Analyze an ineffective Confronting conversation to identify communication errors being made by the coach and see how they derail the conversation
- Analyze an effective Confronting conversation to identify communication skills being used correctly by the coach and see how they advance the conversation

Managing Reactivity

- Understand that reactions and resistance are a natural part of the change process and that you should expect some kind of reaction when you Confront
- Identify typical reactions when people are confronted and the ones you will most likely to encounter in your environment
- Learn skills to manage the most likely reactions you will face
- Learn to step back and become aware of your internal reactions to move to a place within yourself where you can make choices to manage the pressure rather than react
- Learn the link between pressure, reactivity and performance and how a reactive internal state sabotages our performance in a Confrontation
- Identify key triggers that push you into a reactive state and your personal signals to alert you to the fact that you have been triggered
- Identify skills that you can use to regain control and move you back toward your ideal performance state when you have been triggered

Resolve and Plan

- Learn a simple and effective four step process for creating an action plan to resolve the situation that meets the needs of both parties and creates commitment on the part of the coachee to following through
- Learn how to build support and accountability into the Resolve and Plan process to increase the likelihood of success
- Observe a video example of what the four steps of the Resolve and Plan process might look and sound like embedded in a Confrontation



Making it Real – Part II

- Experience first-hand how to apply the entire Confronting Model and all the skills by coaching and being coached through the process of fully preparing for a Coaching Confrontation for a real situation.
- Answer final questions and concerns relating to the material
- Step back, gain perspective and remind yourself of why we hold a Coaching Confrontation and what is truly within your control