



From Managing to Leading: Coaching Strategies for Success

Session 1223

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Presented by:

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Professional Profiles

Kelley Marko, MBA, MA

Leadership and EQ Consultant, Coach and Learning Facilitator

Kelley Marko, President of Marko Consulting Services Inc., provides coaching, consulting and learning facilitation solutions to his clients. Through his innovative approaches, Kelley assists others to successfully lead and manage the tension of doing the right thing with doing the thing right - in an increasingly complex world where there are often no right answers. At the core of Kelley's work is a focus on impacting the bottom line through people, process and performance solutions.

After completing an undergraduate degree in Commerce at the University of Toronto, Kelley began a career doing process reengineering. Through this life changing experience he learned that although process reengineering has its utility, a critical component was often being overlooked: the people. Recognizing that people are the last source of sustainable competitive advantage in today's complex business world and that people issues are the primary reason that over 80% of all change initiatives fail to achieve their intended results, Kelley has continued to pursue his curiosity of how to support others in better sustaining performance and productivity through people.

His key focus areas include: developing leaders and leadership succession planning; enhancing and effectively engaging emotional intelligence (EQ); developing capacity and resiliency for strategic change; and developing critical thinking skills.

Kelley's work draws on his real world experiences from working in front line through senior leadership positions in industry and from his long term consulting, coaching and learning facilitation relationships with clients. In addition, Kelley leverages his prior experience as a professional management consultant with PriceWaterhouseCoopers and in partnership with McKinsey in the area of organization and change strategy.

In addition to his role as a leadership consultant, Kelley is also a professional executive coach, professional facilitator and a certified adult educator. Kelley is a Master Trainer of emotional intelligence and offers an open enrollment and customized in-house program called "Leading to Success with Emotional Intelligence (EQ)" (see <http://www.markoconsulting.com/>).

Kelley's formal education has been balanced between a focus on both leadership and management. Kelley holds an MBA from York University, Toronto, Canada and an MA in Leadership and Organizational Learning from Royal Roads University, Victoria, Canada.

Kelley has had the pleasure of working with organizations in North America, Central America and Europe and has worked with hundreds of leaders across diverse industries, ranging from not for profit to Fortune 500 organizations, to improve their EQ and leadership skills and competencies and improve the success of change initiatives within their organizations.

Weaving together his experience and education, Kelley brings a practical and innovative perspective that stretches leaders at all levels in organizations to be better in both work and life. Kelley can be contacted at kelly@markoconsulting.com or 905-257-1154

Rebecca Raven

CEO, Brampton Public Library

Rebecca Raven is the current CEO of Brampton Library. Her career in public libraries includes diverse achievements ranging from puppet shows and storytelling to strategic planning and capital building projects. Rebecca is co-creator of the Public Library Leadership Fellowship Programme sponsored by the Canadian Urban Libraries Council and the University of Toronto iSchool. She is a popular public speaker whose speaking engagements include the Canadian and Ontario Library Associations, University of Toronto iSchool, Toronto Public Library and the Orion Network's K – 12 symposium. Rebecca holds undergraduate degrees from Trent and McMaster Universities and a Master's degree from the University of Western Ontario. A member of the Board of Directors of the Royal Botanical Gardens, Rebecca resides in Hamilton with her husband and 2 teenaged children.

Further Information about Leadership and Coaching

Please visit <http://www.markoconsulting.com/faq.html> and http://www.markoconsulting.com/Our_Services/welcometocoaching.html



From Leading to Managing: Coaching Strategies for Success

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Leadership and EQ, Consultant,
Coach and Learning Facilitator

Rebecca Raven
CEO, Brampton Public Library

Session Description

- Traditional on the job training often focuses on developing technical and management skills rather than personal and interpersonal effectiveness. Yet an employee's overall self-awareness, people skills, ability to cope with stress and change and their overall attitude and orientation is equally important. But how do you develop this skill in real time on the job?
- Join Kelley Marko MBA MA, a professional executive coach and Rebecca Raven, CEO Brampton Public Library, as they share their coaching journey together then lead participants through some perspectives and exercises that will have immediate practical applications in the workplace, helping participants to make the transition from Managing to Leading through the art and skill of coaching.

Session Objectives

- At the end of this session you will be better able to:
 - Differentiate between asking/leading and telling/managing
 - Recognize the critical importance of leadership and coaching in our evolving library system
 - Define and differentiate among coaching, counselling and mentoring and determine which approach may be most suitable in different situations
 - Build on your innate coaching skills to illustrate how coaching, when done effectively, is an excellent example of your leadership in action
 - Develop powerful discovery questions that may promote a positive “shift” during difficult situations or conversations

What does the term coaching mean in your organization?

We will explore a specific definition of coaching in this session that may be different from what you are accustomed to

The Difference Between the terms Leader and Leadership

- Leader
 - A person in a position that has certain authorities that come with that position
 - A title bestowed on an individual
 - Yet does not guarantee that the person will exhibit effective “leadership”
- Leadership
 - A set of behaviours that are not position dependant or reserved only for those at the top
 - Everyone can exhibit the behaviour of leadership in an organization – yet not everyone can be positional leaders
 - The ability to engage willing followers and to influence others even when you do not have formal authority

“Eighty percent of success is showing up.”

Woody Allen

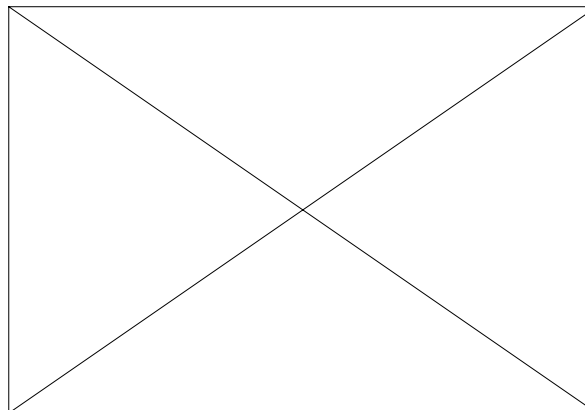




Does this story sound familiar?

An opportunity for coaching in the Library – a Metaphor

Coaching vs Managing in Our Evolving Library System



Rebecca's Personal Journey with Coaching



Coaching: Telling vs. Asking

- When is it more efficient and effective to tell?
- What are the pros and cons of telling?
- When is it more efficient and effective to ask?
- What are the pros and cons of asking?

Coaching is “Leadership in Action”

- Coaching, when done effectively, is “Leadership in action”
 - Coaching involves a paradigm shift from being a **problem solver**
 - the expert who has all of the answers
 - to a **question asker**
 - a coach who facilitates transformational learning and development - and assists others in “getting unstuck”

Degrees of Coaching

“In the
Moment”
Conversation

Formal Process
or Contracted
Relationship



A Coachable Moment...

- A moment in time when an individual is open to:
 - taking in new information that will create a shift in his or her knowledge, perspective, and behaviour
- Coachable moments are not always scheduled - we can expect them to appear at any time
- May need to be clear with your intentions before asking questions so that the coachee does not become defensive

The Distinctions Among Coaching, Counselling and Mentoring

- Coaching
 - Assisting others through questions for “getting unstuck”, aligning to goals and objectives and to committing to action through powerful, open ended discovery questions
 - Requires an assumption that the individual has the ability to get themselves unstuck – that is, to be accountable for and move forward with addressing their own issues and challenges
 - Faith, trust and belief in others is needed

The Distinctions Among Coaching, Counselling and Mentoring

- Counselling
 - Used to address performance issues that relate more to a person's attitude and behaviour problems than to a deficiency in skills, knowledge or abilities
- Mentoring
 - Speak to what works for you
 - May be more geared toward career advancement and/or supporting someone in being more effective in their specific function or role

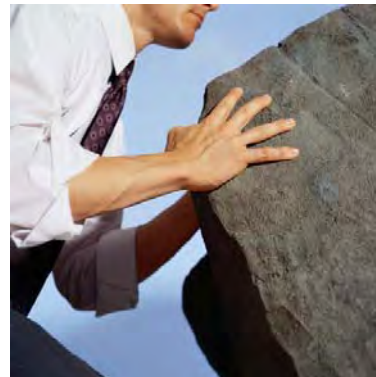
Exercise: What Do You See?

The Four Elements of Experience

Observations <ul style="list-style-type: none">Actual sensory data (sight, sound, touch, taste, smell)	Interpretations <ul style="list-style-type: none">Thoughts, ideas, judgments and beliefs
Wants <ul style="list-style-type: none">Desires, motivations and aspirations	Feelings <ul style="list-style-type: none">Body sensations and emotions

Coaching is About Removing Obstacles to Performance

- The process of coaching involves assisting someone else in becoming “unstuck” by aiding him or her in:
 - identifying obstacles,
 - clarifying his or her **experience** including what they know and do not know, and
 - generating action plans and commitments for moving forward



Did you know that over 90% of our questions are brilliantly disguised opinions?

Developing Powerful Coaching Questions

- Open Ended vs. Closed Ended Questions
- Active Listening
- Contextual Listening
- Discovery Questioning
 - Who, What, When, Where, and How
 - Avoid Why questions where possible!
 - Why questions get people defensive and you want to keep the dialogue exploratory
 - Focus on the future – assist the coachee in “getting unstuck” and moving forward to address their own issue or challenge

Examples of Powerful, Open Ended Discovery Questions

- What would you like to change?
- What is missing?
- How has this worked for others?
- What could happen?
- What or who is standing in the way of your ability to achieve your goal?
- If you were not afraid, what would you do?

Coaching Exercise

- Form triads – first person (presenter) shares a dilemma (a difficult situation where they feel stuck), others sit and listen only (2 minutes)
 - Watch your impulse control, do not ask any questions or offer opinions despite the temptation!
 - Be conscious and present – watch for the tendency to get lost in your thoughts on how to solve the coachee's problem
- Other two people individually write powerful open ended questions – as many as they can (2 minutes)
 - Each person reads their discovery questions aloud
 - Presenter does not respond to questions
 - Simply accept the questions and say thank you
- Shift to next presenter and repeat exercise

Team Debrief

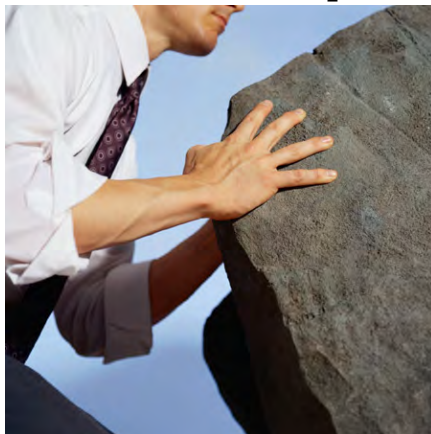
- What happened? What was the easiest and hardest part of this exercise for you?
- How were the guidelines around “Discovery Questions” met or not met?:
 - Open vs. Closed Questions?
 - Brilliantly disguised opinions or advice in questions that may have not addressed the root issue? (i.e. Do you offer a solution in your question vs. help the other person learn, grow and explore?)
 - Affect of questions that don't begin with “Who, What, When, Where, How”
 - Affect of questions that begin with “Why”

The Four Elements of Experience

Observations <ul style="list-style-type: none"> Actual sensory data (sight, sound, touch, taste, smell) <ul style="list-style-type: none"> E.G. What did you actually see? 	Interpretations <ul style="list-style-type: none"> Thoughts, ideas, judgments and beliefs <ul style="list-style-type: none"> E.G. What do you think about this?
Wants <ul style="list-style-type: none"> Desires, motivations and aspirations <ul style="list-style-type: none"> E.G. What do you want right now? 	Feelings <ul style="list-style-type: none"> Body sensations and emotions <ul style="list-style-type: none"> E.G. How does this make you feel?

What areas did your coaching questions address?

The Power of Language to Your Coaching and Leadership Effectiveness



- You can lead and influence others even when you do not have formal authority by:
 - By showing up and being present with others,
 - Managing your impulses to draw quick conclusions, and
 - Being conscious and intentional in your choice of language
 - Positive (exploratory) vs. negative (restrictive, closed)

Coaching Summary

- Over 90% of all of our questions are brilliantly disguised opinions
- There is no such thing as a “bad question” but there is such a thing as a “poorly timed question”
- Choice of language is critical to creating a shift in thinking and perspective
 - Exploratory/positive vs. closed/negative

Coaching Summary

- Coaching, when done effectively, is “Leadership in action”
 - Coaching involves a paradigm shift from being a **problem solver**
 - the expert who has all of the answers
 - to a **question asker**
 - a coach who facilitates transformational learning and development - and assists others in “getting unstuck”
- For further details on leadership and coaching, please visit:
<http://www.markoconsulting.com/faq.html> or
http://www.markoconsulting.com/Our_Services/welcometocoaching.html

**“You can tell whether a man is
clever by his answers.**

**You can tell whether a man is
wise by his questions.”**

Naguib Mahfouz (Nobel Prize Winner)

Questions?

