



FOSTERING GROWTH AND COACHING TO MAXIMUM POTENTIAL

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A business of Marsh McLennan

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AGENDA

- 1** Understanding the psychology
- 2** What does the situation need?
- 3** Coaching in action: GROW
- 4** Coaching in action: Unsolicited feedback and challenging conversations
- 5** Coaching in action: Sweet and simple



① UNDERSTANDING THE PSYCHOLOGY

Does your direct report feel threatened or open? Believe growth is possible? Proceed with your idea or theirs?



Status
Certainty
Autonomy
Relatedness
Fairness



Do they believe they
can grow, develop,
change, evolve?



Making a **deep
connection** will create
lasting change

SCARF

Are you invoking or avoiding a threat response?



Five social “dimensions” influence emotional and behavioral reactions, causing us to perceive threats and rewards, often instinctually rather than consciously

		Threat	Reward
S	Status	Harsh criticism	Accolades Applaud learning and improving
C	Certainty	Unexpected announcements Surprises	Notification in advance Schedule/Plan
A	Autonomy	Micromanagement Taking over	Trust Empowerment
R	Relatedness	Isolation Not part of the group	Teamwork Social interaction
F	Fairness	Unfair exchange (even if perceived) Double standard	Transparency Feeling fair treatment



Keep SCARF in mind next time you act or react

GROWTH MINDSET



VS

Fixed Mindset
Intelligence is static

Leads to desire to look smart and a tendency to...

Challenges

...avoid challenges

Obstacles

...give up easily

Efforts

...see effort as fruitless

Criticism

...ignore useful constructive criticism

Success of others

...feel threatened by the success of others

Likely to plateau early and not achieve full potential

Growth Mindset
Intelligence can be developed

Leads to a desire to learn and therefore a tendency to...

...embrace challenges

...persist in the face of setbacks

...see effort as the path to mastery

...learn from criticism

...find lessons and inspiration in the success of others

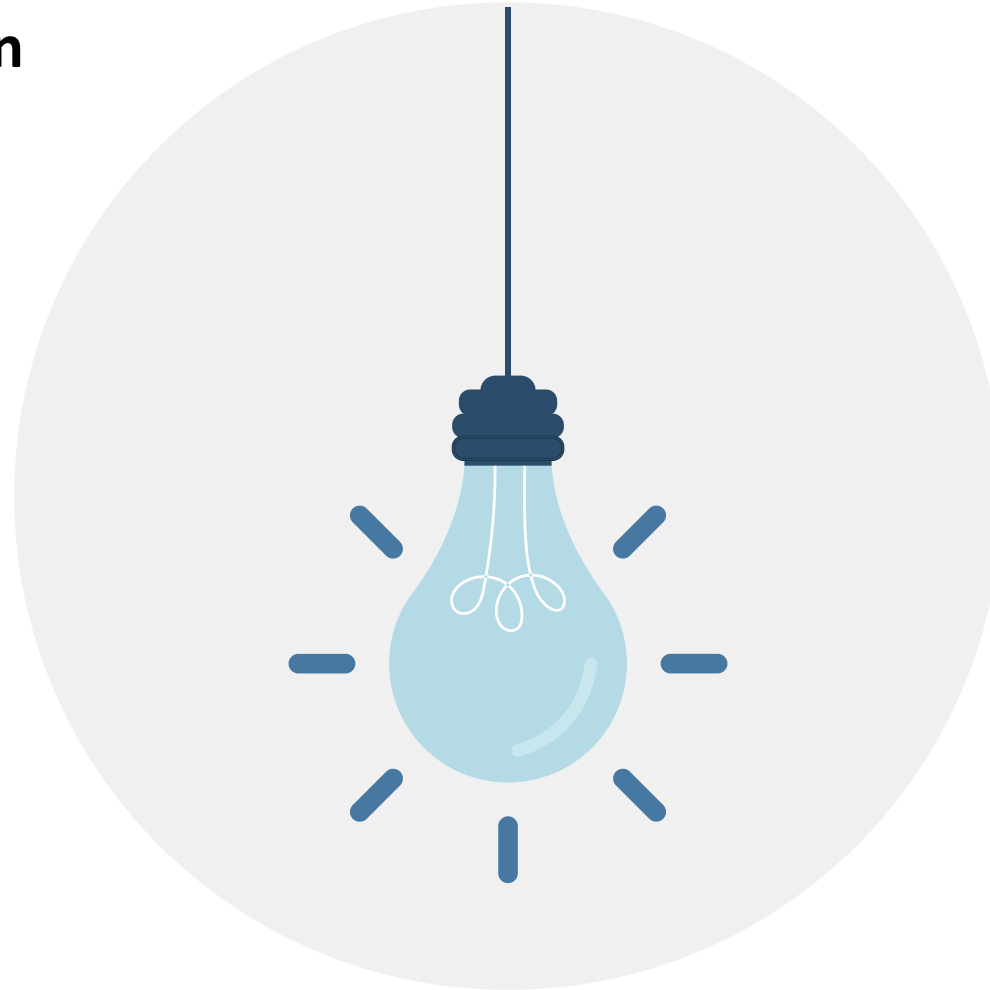
Will reach even higher levels of achievement



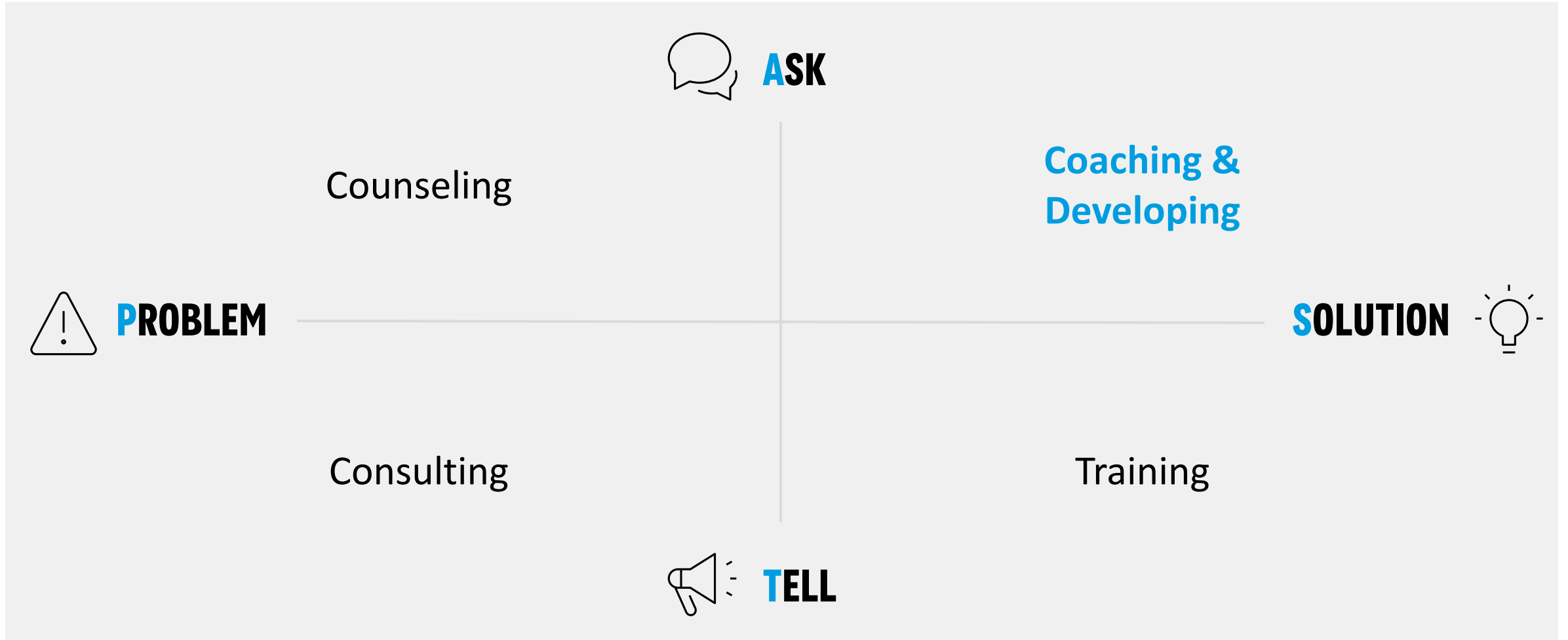
INSIGHT



Making a **deep connection**
will create lasting change



② WHAT DOES THE SITUATION NEED? TELL? ASK? FOCUS ON THE PROBLEM OR SOLUTION



3 COACHING IN ACTION: GROW

1 GOAL

- What is the topic/issue?
- What are you trying to achieve?
- What is your **goal**?
- What happens if you don't achieve your **goal**?



4 WAY FORWARD

- Which of these options do you want to try?
- What is your **way forward**? Next step?
- What if you hit an obstacle?

3 OPTIONS

- Ideas to proceed? What are your **options**?
- What would [another person] suggest?
- Want my suggestions?

2 REALITY

- What's been happening?
- What have you tried? Results?
- Any obstacles?
- What is your **reality**? Is your goal realistic?

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What else?

④ COACHING IN ACTION: UNSOLICITED FEEDBACK AND CHALLENGING CONVERSATIONS

1 GOAL

- I have something I need to discuss with you. Is now a good time?
- The situation involves...
- I'd like to tell you how this appears to me and understand how this appears to you, ok?
- I want to understand what is happening, ok?
- I want to work with you, ok?



4 WAY FORWARD

- [If willing, follow prior slide.]
- [If not willing, follow through with ramification.]

3 OPTIONS

- I'd like to resolve in the most positive way possible.
- Can we work together on a plan?
- [If needed] But if we don't resolve, [ramification.]

2 REALITY

- Here is my impression/perception...
- What is your perception of this?
- [Paraphrasing] So what you are saying is? What you are feeling is...?
- Have I understood this correctly?

What else?

6 COACHING IN ACTION: SWEET AND SIMPLE



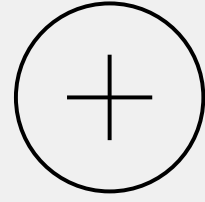
What went well?



Anything go wrong?



What would you do differently?



What else?

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