

Coaching and the Jewish Professional
Making the most of your coaching in the Wexner Field Fellowship
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WFF Spring Institute
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Goals:

- * Answer your questions about coaching, both by explanation and experience.
- * Share ideas for how to make the most of your work with a coach

Agenda:

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2. Our definition/understanding of coaching, and what it's useful for p. 3
3. Perspectives exercise, followed by triad #1 p. 4
4. What are some typical reasons people decide to work with a coach? p. 4
5. Distinguishing coaching from other modalities p. 5
6. Professional wheel of life exercise, followed by triad #2 p. 6-7
7. Coach, Fellow, Foundation: who does what? p. 7
8. Making a good match p. 8
9. Deciding what to work on with a coach p. 8-9
10. Making the most of your coaching p. 9-11

TRIADS

Triad #1

Group A: Jason Leivenberg, Yonatan Rosner, Dan Weiss

Group B: Manashe Khaimov, Leah Palestrant, Lily Rabinoff-Goldman

Group C: Lisa David, Dini Peterson, Orna Siegel

Group D: Judith Moses Dworkin, Shaun Goldstone, Hannah Spinrad

Group E: Aliza Cramer Elias, Mandy Kaiser-Blueth, Stacy Rigler

Triad #2

Group A: Aliza Cramer Elias, Lily Rabinoff-Goldman, Hannah Spinrad

Group B: Shaun Goldstone, Leah Palestrant, Stacy Rigler

Group C: Jason Leivenberg, Yonatan Rosner, Orna Siegel

Group D: Judith Moses Dworkin, Manashe Khaimov, Dan Weiss

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CLASS 9 EXPERIENCE WITH COACHING

OUR DEFINITION/UNDERSTANDING OF COACHING, AND WHAT IT'S USEFUL FOR

Professional coaching...

- is a type of relationship-based professional development
- assumes that clients are capable, creative, and resourceful
- focuses on client's own goals and values
- focuses on the client as a whole person
- is designed to help people improve both their performance and their satisfaction at work

What is coaching especially good for?



Increasing clarity when faced with a decision



Balance and alignment with core values



Addressing a gap



Trying a new perspective

PERSPECTIVES EXERCISE

Discussion prompts for triad #1

1. Share your reaction to the perspectives exercise.
 - a. What insights or questions came up for you?
 - b. What did you notice about your reactions as you considered each perspective?
 - c. What was it like to choose a perspective?

2. If time:
 - a. What is your current perspective on working with a coach as part of the Wexner Field Fellowship?
 - b. What are you curious about? What are you hoping for?
 - c. If you've had a prior experience with coaching, what advice do you have for others?

SOME REASONS PEOPLE SEEK OUT A PROFESSIONAL COACH

Examples from Michelle's experience:

- You get an out of the blue call from a recruiter and want outside perspective to navigate your next steps.
 - Your longtime collaborator leaves the organization, and you need to develop your own voice now that you are solo.
 - You are busy with the day to day, and you crave the time to step back and reflect on the big picture of where you/your organization is headed.
 - You gave yourself a year in your new job to learn the culture, go on your listening tour, and now you realize you're halfway through year two and you are still listening.
 - You have been successful in your job, getting promotions and increased responsibility along the way, and you realize you are no longer as accessible to the people who report to you and their morale is dropping.
 - Your organization wants you to stay a long time and be successful, and they offer coaching to you.
 - You want to be ready when your dream job becomes available, and you know you need to develop a certain skill set to be ready for it.
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DISTINGUISHING COACHING FROM OTHER MODALITIES

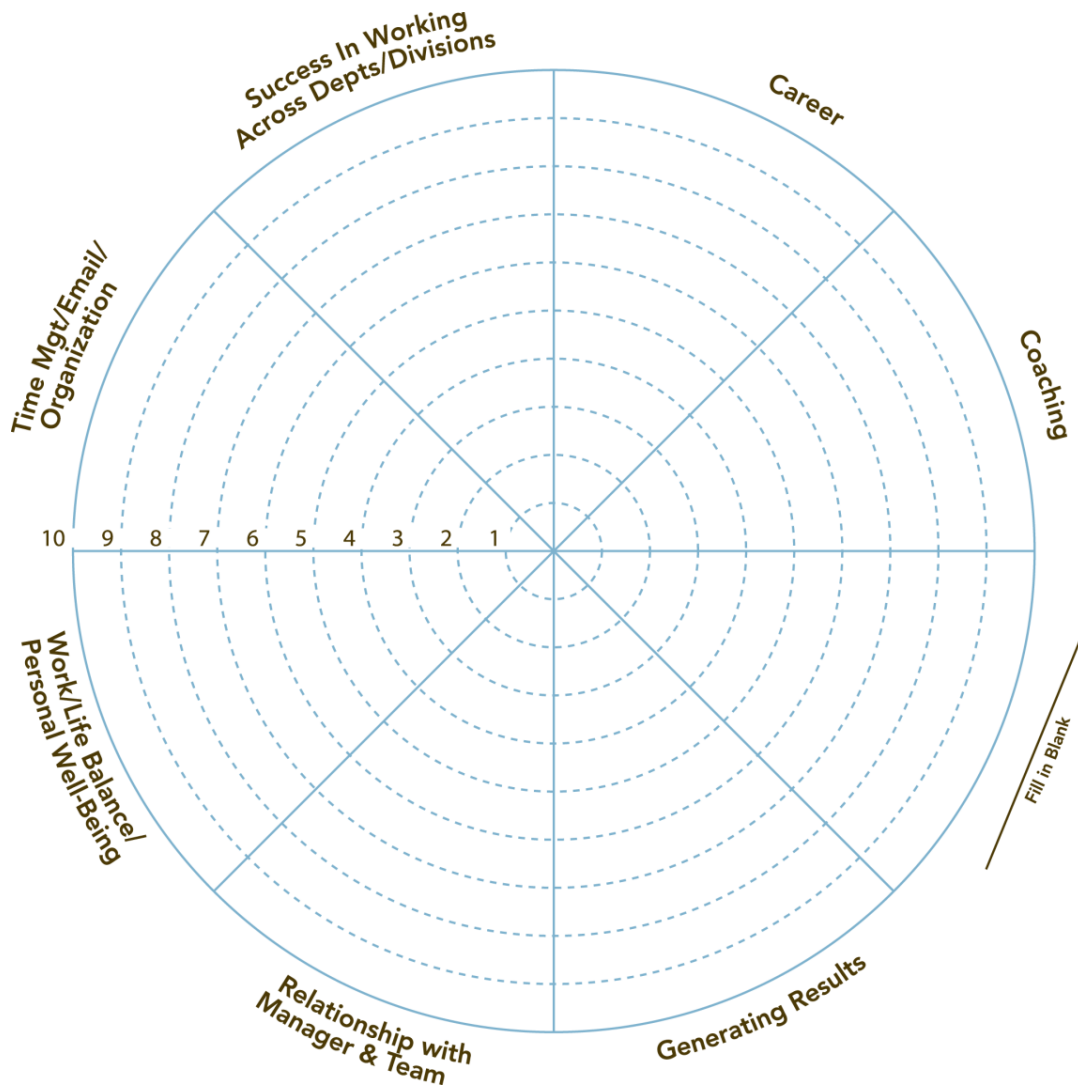
Therapy: In coaching, focus is on the present and future, emphasis on action, [judgement-free] accountability, follow through, and learning from actions taken. Coaching does not involve diagnosing or treating mental illness.

Consulting: Coaches use well-crafted questions and exercises to help clients tap into their own experience, knowledge, and wisdom to generate solutions and clarity. Consultants provide expertise and advice to solve a problem.

Mentoring: Mentors sometimes utilize coaching, and also use more consulting, sharing, role modeling. Like coaching, mentoring is relationship-based.

Training: In coaching, the goals are set by the client, and the “curriculum” is more organic and less linear.

WHEEL OF LIFE EXERCISE



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This exercise is meant to create a snapshot and compass for 8 main areas of your professional life. The template on the prior page is labeled already, with one spot blank for you to fill in. Feel free to subdivide some of the areas if you want to include more, or choose new labels that better fit your work and situation.

Creating the Snapshot:

Imagine that the center of the wheel is a "0" and the perimeter is a "10" in terms of satisfaction or fulfillment. Rate each slice in terms of how satisfying or fulfilling it is right now (as distinct from a rating based solely on achievement or performance). For example, if the Career slice is a "5" draw a line in the center of that slice. Now, in the space between "0" and "5" write what is already satisfying/fulfilling about your career. That's the snapshot piece: what your professional life looks like now.

Creating the Compass:

And in the space remaining (between the 5 and 10), write what would make it a “10”? What would make it more satisfying or more fulfilling? That’s the compass piece: where you’d like to go.

Do that with each slice and then you’ll have a sense of what the fullness of your professional life looks like, what’s working, and what you’re seeking more of.

This exercise will help you identify goals for yourself, both at the beginning of coaching and beyond.

Discussion prompts for triad #2

1. Share your reaction to the Professional Wheel of Life exercise.
 - a. What insights or questions came up for you?
 - b. How is this exercise different than a simple 1-10 rating?

2. If needed and as time allows, continue the conversation from last time:
 - a. What are you curious about regarding coaching? What are you hoping for?
 - b. If you’ve had a prior experience with coaching, what advice do you have for others?

FELLOW, COACH, WEXNER FOUNDATION: WHO DOES WHAT?

Fellow (Client)	Coach	Wexner
Determines goals and creates agenda	Provides objective feedback and challenges blind spots	Most importantly, helps you find the right coach for you
Has - or develops - a vision of what success looks like for them	Acts as sounding board Offers accountability	Invests in coaching for <u>you</u> , not for your organization
Develops greater awareness of self and others	Communicates openly	And more...Ruthie will go over details!
Tries out new ways of seeing & doing things	Maintains confidentiality & professional boundaries	
Communicates openly		

MAKING A GOOD MATCH

Part A: Meet with Ruthie, who will work with you to identify potential coaches and will go over all the logistical arrangements with you.

Part B: How to spot a successful coaching relationship?

- When you talk to them, you learn something about yourself.
 - You feel comfortable speaking freely about yourself, even when it's not flattering.
 - You feel able to ask for what you need.
 - The coach can shift gears when you ask for a change.
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DECIDING WHAT TO WORK ON WITH A COACH

A non-exhaustive list of some common topics

- Supervision
- Communication
- Time management and prioritization
- Leadership presence
- Taking risks
- Leading from the middle
- Experiencing more meaning/satisfaction in everyday work
- Figuring out what's next

Possible sources of data

- Conversations with your supervisor, performance reviews
- Prior assessments or 360s you may have done
- Informally gathering your "board of advisors," speaking with other Field Fellows
- Your own self-assessments and reflection

- Michelle likes The Leadership Circle 360, which offers a free self-assessment. www.theleadershipcircle.com
- “Questions to help you get ready for coaching” at the end of this handout

MAKING THE MOST OF YOUR COACHING

- Frequency: *Recommended 2x month, no longer than 3 weeks*
- Getting started: *Ask for help clarifying goals if you need it*
- Format: *Video and phone both work*
- Work between sessions: *Ask for accountability*
- Check-ins: *Ask your coach to set a time to review how things are going, around the 6th session*
- Come prepared and document takeaways: *Create a preparation and reflection form to use, even if your coach doesn't require it.*

Example of a preparation and reflection form

BEFORE THE SESSION:

- My greatest accomplishments or learning since our last session:
- Commitments I made last time, and what I did/ or didn't do:
- The challenges and concerns I am facing:
- Presently, I am most grateful for:
- Today, you should know that:
- What I want to discuss during our coaching session is:
- What's going on for me the next two weeks:

AT THE END OF THE SESSION

- My biggest takeaway from today's session:
- Action items or commitments made during today's session:



Big picture tips for getting the most from your WFF coaching experience:

1. Own your agency
2. Focus on yourself, not your organization or your co-workers
3. Be open to challenging your default responses and perspectives
4. Ask for what you need

QUESTIONS TO HELP YOU GET READY FOR COACHING

Questions like these are designed to help you step back and reflect on yourself and your work as you get ready for coaching. Your coach may have their own intake questions or exercises. You can use these for your own reflection and preparation, and if you share and discuss your responses with your coach, you will also be taking steps to jumpstart your coaching relationship.¹

- What do you hope to get out of coaching?
- When you think about your work right now, what's working and what's not working?
- What's most satisfying at work, and what's most challenging or disappointing?
- What skills/strengths do you most use at work? What skills/strengths do you wish you had at work?
- What are you most proud of professionally?
- What have been your biggest professional disappointments?
- What is the compliment or acknowledgment you hear most often about yourself?
- What words describe you at your best? When are you at your best?
- What words describe you when you're at less than your best? What conditions bring out those qualities?
- What can your coach say to you when you are "stuck" that will return you to action?
- What will make this coaching relationship rewarding for you?
- What else would you like your coach to know about you?

¹ I (Michelle) was asked many of these questions when I began to work with my first coach, Judy Elkin.