GLLA TEAM

Jordan Burroughs  
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BEFORE WE GET STARTED

Name something that has brought you joy today?
What are good “coaching skills’ and how do organizations benefit from leaders who have them?

What does coaching have to do with building an inclusive, engaging and thriving work culture?

Discuss the types of skills that “leader-coaches” can use to enhance learning, empowerment and motivation.

How can these skills benefit our organization and the work it does in communities?
“I have always thought that what is needed is the development of people who are interested, not in being leaders, as much as in developing leadership in others.” – Ella Baker, Civil Rights Activist
DEVELOPING LEADERSHIP IN SELF AND OTHERS

GLLA Leadership Skills and Core Competencies

- Collaboration
- Communication
- Confidence
- Emotional Resilience
- Cultural Competence
- Personal and Professional Development
- Knowledge and Perspectives
- Visibility as Leaders
Coaching in GLLA

• Leading growth and developing vision
• Goal development and enhancing skills
• Strengthening collaboration and building strong partnership
• Creating the common good in organizations and communities
Goals for the Leadership Coaching Fellowship Program include:

- Build a shared understanding of key leadership principles
- Prepare leaders with skills that can help them become effective “leader-coaches”
- Develop a foundational understanding of what effective workplace coaching involves
2021 - LEADERSHIP COACHING FELLOWS

Claire Drolshagen-Puck - LAP Cohort 4
Area of Work: Conservation

Nick Ebinger, Great Lakes Fishery Commission, Internal Operations Manager - LAP Cohort 6
Area of Work: Conservation

Tamra Fountaine, Director, Neighborhood Services, City of Detroit - LAP Cohort 2
Area of Work: Community

Jeff Haarer, Producer Security Manager, Michigan Department of Agriculture & Rural Development - LAP Cohort 3
Area of Work: Agriculture

Andrea Ketchmark, Executive Director, North Country Trail Association - ELP 2017
Area of Work: Conservation/Community

Kristi Evans, Supervisor and Staff Development Educator, MSU Extension - ELP 2018
Area of Work: Community

Stan Moore, Senior Farm Business Management Educator, MSU Extension – Non-Alum
Area of Work: Agriculture

Karly Creguer, Supervising and Staff Development Educator, MSU Extension – Non-Alum
Area of Work: Community

Lori Eccles, Supervising and Staff Development Educator, MSU Extension – Non-Alum
Area of Work: Community

Betty Jo Krosnicki, Supervising Educator, MSU Extension Children and Youth Institute – Non-Alum
Area of Work: Agriculture/Community
GLLA LEADERSHIP COACHING FELLOWSHIP PROGRAM

Participants attend five three-hour workshops to strengthen coaching skills from April – August 2021.

The program aims to expand GLLA’s framework for educating leaders and building networks for the common good.

Fellows will serve as coaching partners to LAP participants from September – December 2021.

April
Session I: Orientation to the LCF Program
May
Session II: Leading Growth and Developing Vision in Leaders
June
Session III: Goal Development and Enhancing Strengths
July
Session IV: Growing Collaboration and Building Strong Partnerships
August
Session V: Coaching for the Common Good
LEADERSHIP COACHING FELLOWSHIP
INSTRUCTORS

Jade Augustine, Optimize U
Jade has over 20 years’ experience working with leaders and teams on positive organizational strategies, employee engagement initiatives, leadership coaching and development, and workplace communication.

Dionardo Pizaña, MSU Extension
Dionardo is the Diversity, Equity, and Inclusion Specialist for MSU Extension. He has over 25 years of experience developing, teaching, and facilitating diversity education programs through Michigan State University Extension, Adrian College, and Siena Heights University.
CORE VALUES/PRINCIPLES OF LEADERSHIP – GLLA LAP

Primacy of Relationships
• Listening for understanding
• Trust
• Transparency
• Authentic dialogue
• Vulnerability
• Accountability

Inner Reflection and Personal Growth
• Being Present
• Leading in alignment with core values
• Intentionality and commitment to continuous growth
• Building character (as opposed to persona)
• The value of reflection
• Emotional wellness

A Dedication to Diversity, Equity and Inclusion
• Benefitting from differences
• Understanding each other
• Celebrating diversity
• Adaptive leadership
• Understanding power and privilege
• Fostering inclusion and belonging

Collaboration and interdependency
• Framing through appreciative inquiry
• Consideration of possibilities
• Approaching conflict with possibility of shared outcome
• Systems thinking
• Embracing complexity of issues

Engagement for the common good
• Building community
• Civic engagement
• Servant leadership
• Creating uncommon connections
• Participatory decision making

Commitment to serve others
• Lifelong commitment to leadership
• Intentional service to common good
• Empowering positive action
• Lifelong integration of GLLA values and principles

Broad perspective on quality-of-life components in Michigan and beyond
CHARACTERISTICS OF EFFECTIVE COACHING
What does coaching have to do with building an inclusive, engaging and thriving work culture?
The Pandemic Is Making Dads Reevaluate Their Work-Life Balance

The past year and a half has been exhausting and stressful for parents. It also, unexpectedly, gave many fathers more of the family time they want.

By Joe Pinsker
A strong coaching culture has been linked to better talent and business outcomes.

2.7%

The quits rate in the U.S. hit an all-time high with 4 million quits in April 2021.

Why Create a Coaching Culture?
A strong coaching culture has been linked to better talent and business outcomes.

Happiness

50% of people believe expectations around work happiness have increased over the last five years.

Effective Coaching = Intrinsic Motivation
“Inspiring the self-directed willingness to try new things and make new discoveries.”

Home + Work

92% of people said how they feel at work impacts how they feel at home.

When intrinsic motivation is found, employees are 32% more committed to their work and 46% more satisfied with their jobs.

2019 survey from the International Coach Federation (ICF) and the Human Capital Institute (HCI)

Why Coaching Matters: How Leaders Can Become Better Coaches And Build Stronger Teams

Why frontline workers are disengaged – McKinsey Quarterly May 2016
KEY DRIVERS OF WORKPLACE HAPPINESS

• Belonging - I feel a sense of belonging in my company.
• Energy - In most of my work tasks, I feel energized.
• Appreciation - There are people at work who appreciate me as a person.
• Purpose - My work has a clear sense of purpose.
• Achievement - I am achieving most of my goals at work.
• Compensation - I am paid fairly for my work.
• Support - There are people at work who give me support and encouragement.
• Learning - I often learn something at work.
• Inclusion - My work environment feels inclusive and respectful of all people.
• Flexibility - My work has the time and location flexibility I need.
• Trust - I can trust people in my company.
• Management - My manager helps me succeed.
• Stress level - I feel stressed at work, most of the time.
• Satisfaction - Overall, I am completely satisfied with my job.

Indeed, 2021 Workplace Happiness Report. Oxford University’s Wellbeing Research Centre
KEY DRIVERS OF WORKPLACE HAPPINESS

What actually makes us happy at work

- Energized: 17%
- Belonging: 12%
- Purpose: 11%
- Achievement: 9%
- Inclusion: 9%
- Trust: 8%
- Manager Support: 6%
- Support: 6%
- Flexibility: 6%
- Learning: 6%
- Appreciation: 5%
- Paid Fairly: 5%

Source: Indeed Workplace Happiness Report, a commissioned study (n=4,033) conducted by Forrester Consulting, 2021.

https://www.indeed.com/career-advice/career-development/work-happiness-survey
What feelings do you associate with workplace happiness?

Do they make you feel sense of energy, accepted and a sense of purpose?
Being a leader-coach requires curiosity and inquisitiveness into why people are the way they are, what inspires them and what gives them a sense of purpose.
“Positive questions bring out the best in people, inspire positive action, and create possibilities for positive futures.” – Diana Whitney, Co-Author, Appreciative Leadership
Common Leadership Styles

Leader-coaches can help others develop strengths that improve themselves and their organizations by asking questions that lead to discovery.

Source: https://www.indeed.com/career-advice/career-development/leadership-styles-and-theories
COACHING vs. MENTORING vs. LEADER-COACHES

Coaching

• Drawing out knowledge that resides within coachee
• Questioning; coach engages in inquiry to guide coachee
• Set period of time (# of sessions/months)
• Structured meetings
• Facilitating, listening, observing, and challenging

Mentoring

• Sharing experience and knowledge
• Offers solutions and gives advice
• Ongoing and future
• Informal and meet with less frequency; ad hoc
• Demonstrating, telling
• Career-focused

Leader Coaches

• Ask questions to spark insights in others
• Seeks to help others realize their potential to maximize own performance
• Determines approach based on engagement and asking the right questions
• Commits to learning what drives vision and understanding towards mission and goals

*Adapted from Optimize U. Leadership Coaching Fellowship Training, The Leader as Coach, Herminia Ibarra and Anne Scoular, Harvard Business Review*
THE WORK OF COACHES

Ensures confidentiality
Trusted thought partner
Helps build confidence
Listens deeply
Facilitates goal setting
Supports decision-making
Solutions-focused

Help reframe
Connect to resources
Support accountability
Narrow/focus options
Increase self awareness
Overcome challenges, setbacks and disappointments
Celebrate progress and successes

Adapted from Optimize U. Leadership Coaching Fellowship Training
1. TAP THE POWER OF ASKING QUESTIONS

• Improve your ask-to-tell ratio
• Asking generative /open end questions (i.e., tell me more? How does that make you feel?)
• Seeking to determine the root causes of success rather than failure (e.g., being curious about why people do what they do, rather than judge or berate them.)
• In the Coaching Habit, Michael Bungay Stainer suggest the “AWE” question, “And What Else”? 
2. ACKNOWLEDGE, AFFIRM AND VALIDATE

Acknowledging and Affirming - helps the individual feel heard. Mirroring and paraphrasing.
• In other words..So what you’re saying is..It sounds like...

Validating - normalizes their experience and feelings. Common
• Humanity with kindness.
• You have every right to feel that way because...
• Anyone in your situation would feel that way...
• That’s a completely understandable reaction...
• Open-ended empowering questions – helps us shift to focusing
  on solutions
• Asking For Permission – “can I share an idea that may help going forward?”
  Sharing your own experiences feels less threatening.

J. Augustine - Optimize U. Leadership Coaching Fellowship Training.
Any practice that fosters sincere listening will foster compassion and mutual respect, strengthen the bond of trust, and deepen the quality of your relationships—at work and in your personal life.

- Forming connections with improbable pairs
- Reaching out to the “other”
- Creating feelings of belonging through language (i.e., We instead of me)
- Accommodating conversation difference and barriers

*Appreciative Leadership, Whitney and Trosten-Bloom*
4. COMMUNICATE WITH SELF AWARENESS

• Clarifying values: Finding the emotional truth of the conversation (i.e., what you each care about the most)
• Confront your own inner tensions and ambivalence
• Clarify intention and vision for the future (i.e., what could success look like?)
• Expand boundaries and identify new opportunities

Breaking Through Gridlock: The Power of Conversation in a Polarized World
5. PRACTICE APPRECIATIVE DIALOGUE

- Don’t finish the other persons sentences
- Be mindful of body language
- Notice things in the conversation
- Suspend judgement and seek understanding
- Be mindful of your purpose and intent
- Appreciate uniqueness, differences, and new possibilities for creativity
Parable of Blobs and Squares
Becoming Leader-coaches in our organization and communities

**Power Over**
- Power is finite and use fear to protect and hoard power
- Leverage fear to divide, destabilize and devalue decency – decency seen as weakness
- Give people experiencing fear and uncertainty a sense of false safety through nostalgia and ideology over facts
- Being right is more important than getting it right
- Blaming and shaming of others for ones discomfort, especially those who are different (i.e., race, gender, etc.)
- Incite hatred and violence with persistent dehumanizing language and policies.

**Power With/To/Within**
- Power becomes infinite and expands when shared with others.
- Leveraging connection and empathy to unite and stabilize. Decency as a function of self-respect and respect for others.
- Using transparency to address feelings of fear and uncertainty. Create learning communities based on critical thinking and from multiple perspectives/realities.
- Normalized discomfort
- In service of others vs. being served by others.
- Center connection, humanity and empathy in agendas, policies and values.

D. Pizaña. Adapted from Brene Brown – Dare to Lead
“We never know how our small activities will affect others through the invisible fabric of our connectedness. In this exquisitely connected world, it's never a question of 'critical mass.' It's always about critical connections.” — Grace Lee Boggs