

The background features a complex network of blue lines and arrows. Some lines are solid, while others are dashed. The arrows point in various directions, creating a sense of movement and interconnectedness. The overall aesthetic is clean and professional, with a focus on geometric patterns.

COACHING WITHOUT AUTHORITY

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Organizational Development & Effectiveness

Business Day 2024



University at Buffalo

Human Resources

Outcomes

Explore **principles** and **techniques** of coaching without authority and discuss insights and **tools** to enhance their **coaching mindset** and **foster a collaborative, positive work culture.**

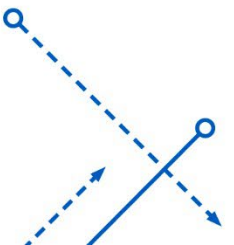




***WHAT MADE THE COACH IN YOUR
LIFE A GREAT COACH?***

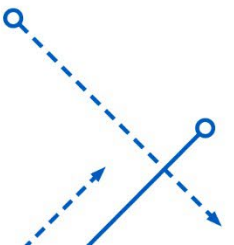
Traditional Coaching

International Coaching Federation (ICF) defines (traditional) coaching as **partnering** with “clients” (or “coachee”) in a thought-provoking and creative process that **inspires** them to **maximize their personal** and **professional potential**.



Coaching without Authority

Coaching without authority is involves **guiding** and **influencing** others **without relying on formal power** or hierarchical position. This approach is often referred to as ...leading without formal authority.



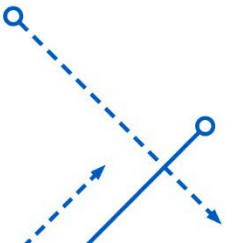
Tools to Support Coaching without Influence



**Active
Listening**



**Powerful
Questions**





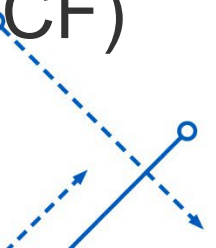
ACTIVE LISTENING

Active Listening

Active Listening:

- **Focus completely** on what the “client” (or “coachee”) is saying and is not saying, to understand the **meaning** of what is said in the context of the client’s desires, and to **support** client self-expression.

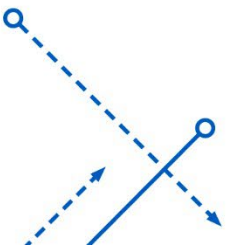
International Coaching Federation (ICF)





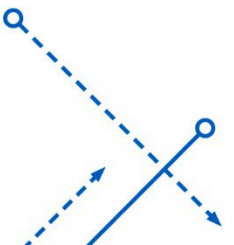
Active Listening

1. Considers the “coachee’s” context, identity, environment, experiences, values and beliefs to **enhance understanding** of what the colleague is communicating
2. Reflects or summarizes what the “coachee” communicated to **ensure clarity and understanding**
3. Recognizes and inquires when **there is more** to what the “coachee” is communicating



Active Listening

4. Notices, **acknowledges and explores** the “coachee’s” emotions, energy shifts, non-verbal cues or other behaviors
5. Integrates the “coachee’s” words, tone of voice and body language to **determine the full meaning** of what is being communicated
6. Notices trends in the “coachee’s” behaviors and emotions across sessions to **discern themes and patterns**



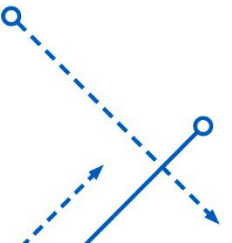


POWERFUL QUESTIONS

Powerful Questions

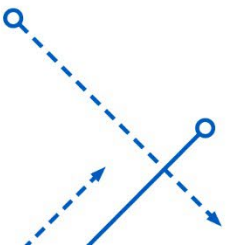
Powerful Questioning

- Ask questions that **reveal** the information needed for **maximum benefit** to the coaching relationship and the “coachee”.



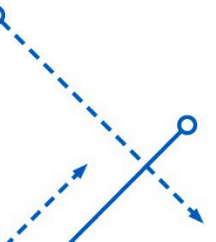
Powerful Questions

1. Asks questions that reflect **active listening** and an **understanding** of the “coachee’s” **perspective**.
2. Asks questions that **evoke discovery, insight, commitment or action** (e.g., those that challenge the “coachee’s” assumptions).
3. Asks **open-ended** questions that create greater clarity, possibility or new learning.
4. Asks questions that **move** the “coachee” **toward what they desire**, not questions that ask for the “coachee” to justify or look backward.



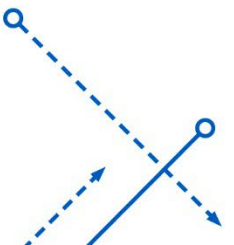
GROW Model

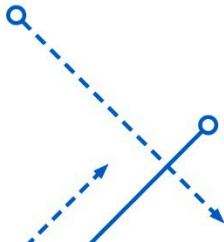
G	GOALS – Identify clear goals. Where are we going?
R	REALITY – Analyze the current situation. Where are we now? What do have to work with?
O	OPTIONS – What are the options for reaching our goals?
W	WRAP-UP – Summarize agreed actions and how they will be followed up



Powerful Question Examples

- **Grow** - *“What is your end goal?”* or *“What would be different if you succeeded?”*
- **Reality** – *“What is happening right now?”* or *“What is your part in creating the situation?”*
- **Options** – *“What could you do differently?”* or *“What could you do to change the situation?”*
- **Wrap-Up** – *“Who needs to know?”* or *“What support will you need to be successful? From whom?”*







BENEFITS & CONCLUSION

Benefits of Coaching Without Authority



Collaboration



**Relationship
Building**



Trust



Influence



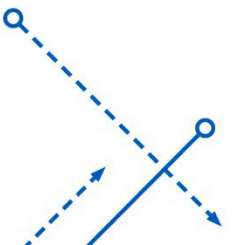


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Thank You!





Danke

Gracias

Merci

Thank you

Grazie

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