

# navigational conversations<sup>TM</sup>

STRATEGIC COACHING SKILLS FOR LEADERS

A proven system  
for liberating potential

Participant Journal



leadscape learning  
LEADERSHIP CONVERSATIONS

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**Navigational Aids**

Navigational Coaching Model Card

Feedback Model Card

Navigational Conversations at a Glance

## Structure of the Workbook:

- Main topic information is located on the right hand pages.
- Supplementary information, tips, areas for note-taking and the Navigational Log are located on the adjacent left hand pages.
- Use the Navigational Log throughout the program to record insights and action commitments.

# Introduction to Navigational Conversations

**Navigational conversations are conversations that unlock human potential.** How? By stimulating and supporting people to be more effective in getting from where they are to where they would like to be. This form of support is accomplished through a process called *coaching*. **Navigational coaching is the art of unlocking the ability of others to get from place to place.**

The word *place*, of course, represents many things beyond physical location; **place can refer to level of productivity, earnings, quality of relationships, leadership effectiveness, job status, progress in solving a problem, sense of fulfillment and more.** No matter how pleased we may be with our current place, there is something in most of us that calls for something more, or at least something new. Whether it is through ambition, restlessness, curiosity, dissatisfaction, the desire to contribute, or the creative impulse, we are drawn to improvement and change. **At some point a new place beckons. How do we get there?**

**Navigation:** *The science of getting . . . from place to place.*  
(Merriam-Webster)

**Navigational coaching:** *The art of unlocking the ability of others to get from place to place*  
(Smith-Stewart)



Finding our way to a new place can be difficult. We may, like Columbus, be convinced there is another shore out there, but may not know exactly what it looks like or how to get there. **We need help with navigation. That is where navigational conversations and coaching come in.**

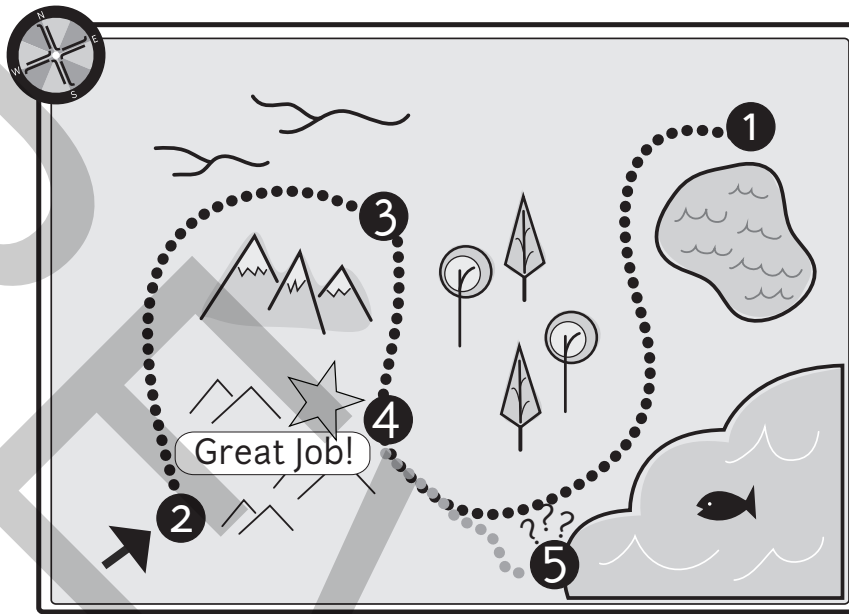
**Coaching is a method to help others navigate – not by steering or charting a course for them, but by supporting them to navigate for themselves.** The benefits are both immediate and long lasting. When people can navigate for themselves they take more responsibility for their choices and their outcomes. **They begin to think as leaders.**

Some people have trouble defining where they want to go. Others have trouble accurately seeing where they are now. Some see both elements clearly, but don't know how to get from one to the other. Some are charging ahead in the right direction and need encouragement. Others are off course and need a guiding hand. **All of these are classic navigational challenges in life and all have a place in coaching (see opposite page).**

Learning to be a great navigational coach involves **thinking differently, learning new skills, listening to intuition, exercising restraint, developing wisdom and being willing to practice.** This program is intended to help you navigate through those places.

**Welcome to the journey.**

# The 5 Functions of Navigational Coaching



Navigational coaching involves five key functional activities:

## 1. Clarifying the end point or goal.

As Alice in Wonderland was told *"If you don't know where you are going, any road will get you there."* Clarifying the goal or preferred outcome saves time, creates energy for the future and focuses the conversation today. Enthusiasm for the destination provides the momentum to overcome the challenges of the current situation.

## 2. Clarifying the present situation.

Knowing (and acknowledging) the starting point or the current reality often requires a high level of effort and honesty. Locating oneself accurately is necessary in order to navigate effectively.

## 3. Plotting a course forward and gaining commitment to action.

Plotting a course to the goal involves creativity, analysis, choice and commitment; What are the possible routes? Which ones are workable? Which one is best? When is it time to take the first/ next step?

## 4. Providing positive reinforcement.

Even when we're on the right track, most of us appreciate either reassurance or recognition that we're going in the right direction. By acknowledging forward progress the coach reinforces success and helps the coachee stay motivated.

## 5. Knowing when to course correct.

Helping the coachee recognize the need for course correction and exploring ways to get back on track are essential elements of navigational coaching.

# Learning Outcomes

**As a result of participating in this program, learners will be able to:**

1. Differentiate between a 'problem solving' mindset and a 'coaching' mindset.
2. Adopt a coaching mindset where appropriate to build capacity and obtain the best long-term results.
3. Utilize a coach approach by applying six key coaching principles in a conversation.
4. Evaluate the most beneficial circumstances for using a coach approach in an organizational setting.
5. Conduct a coaching conversation utilizing a 5-step model.
6. Differentiate between three levels of listening behavior.
7. Choose a level of listening appropriate for coaching interactions.
8. Differentiate between three intentions for asking coaching questions.
9. Construct effective coaching questions for each type of intention.
10. Provide positive feedback that reinforces and encourages effective performance.
11. Provide corrective feedback that addresses ineffective performance.
12. Integrate feedback into a coaching conversation.
13. Differentiate three ways of sharing perspective in a coaching interaction.
14. Self-assess coaching ability based on a set of criteria.





# The Foundations of Navigational Coaching

Starting your coaching journey  
in the right direction

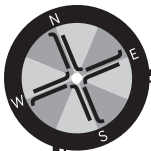
# Self-Awareness

Self-awareness is important whenever we start out to learn or refresh a skill. Knowing our starting place helps us identify areas on which to focus and strengthen. Use this exercise as an opportunity to observe how you coach now.

Notice your approach and style.

- Do you spend more time speaking or listening in the conversation?
- How much background data do you like to gather?
- Do you prefer asking questions or giving advice?

NOTES:

An abstract geometric pattern composed of several thick, gray, parallel line segments of varying lengths and orientations. The segments are arranged in a way that suggests a larger, partially visible structure, possibly a stylized letter or a set of architectural elements. The background is white, and the lines are a uniform medium gray.

# Navigation Log

## Insights

# The Foundations of Navigational Coaching

## Coaching Skill Practice

With your partner, coach each other on either a topic of your own choice or the scenario provided below. During the time allocated attempt to have a:

- Beginning
- Middle
- End

to the coaching conversation.

### Objective:

- Coach your partner with the approach you are comfortable using.
- Draw on the skills and knowledge you currently employ in your day to day coaching in the workplace.
- Debrief (focus on process not content).
- Switch roles and repeat.

### Coachee:

- What aspects of your partner's coaching did you find most effective?
- What are their strongest skills as a coach?
- What could they do more of or less of to improve as a coach?

### Sample Coaching Scenarios:

1. *You are a bright, young MBA graduate, who has been with the organization for two years. You are ambitious to get promoted. Things aren't happening fast enough. You've asked your boss for a meeting to see how s/he can speed things along for you.*
2. *You have been involved in a service club for two years now and are getting frustrated by how the organization is being run. You have invited a friendly Board member to lunch to discuss if they would support your nomination to next year's Board of Directors.*

## Coaching Skills Self-Assessment

The Ancient Greek aphorism "Know thyself" is practiced in this exercise. Understanding where your coaching skills are today provides information for growing and developing your skills. Use this jagged profile as a 'map' forward to strengthen your coaching.

	Beginning	Developing	Accomplished	Exemplary
<b>Clarified Agenda</b> Clearly identified the outcome the coachee was looking for.				
<b>Encouraged Responsibility</b> Challenged coachee to take responsibility for solutions. Refrained from being overly directive.				
<b>Listened Effectively</b> Maintained focus on what the coachee was saying. Allowed the coachee to do at least 60% of the talking.				
<b>Asked Powerful Questions</b> Asked questions that stimulated the coachee's awareness and unlocked the coachee's ideas.				
<b>Overall Assessment of Coaching Ability</b>				

NOTES:

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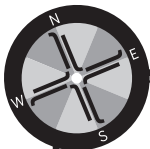
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### Navigational Log

Insights

# The Foundations of Navigational Coaching

## Coaching Skills Self-Assessment

The coaching skills self-assessment form is a tool to help you evaluate your performance in relation to key elements of the coaching conversation. The assessment form provides a visual record of changes in your effectiveness from the beginning of the process to check points along the way.

Basic elements of the coaching conversation are described in the left hand column of the matrix and charted against four levels of performance, as follows:

1. Beginning: The behavior is new to me. I am experimenting with it.
2. Developing: I am performing fairly well and seeing improvement.
3. Accomplished: I am performing consistently well and demonstrating ease with the behavior.
4. Exemplary: I have mastered this area and could teach others.

The coaching skills assessment form is not meant to be a finely tuned instrument, but rather a quick visual sketch of performance in selected areas.

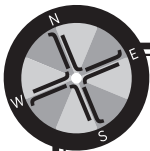
Assess (by placing an x) the level at which you exhibited each of the described behaviors in the course of the coaching conversation. Connect the x's with straight lines to form a jagged representation of your performance.

	Beginning	Developing	Accomplished	Exemplary
<b>Clarified Agenda</b> Clearly identified the outcome the coachee was looking for.				
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<b>Asked Powerful Questions</b> Asked questions that stimulated the coachee's awareness and unlocked the coachee's ideas.				
<b>Overall Assessment of Coaching Ability</b>				

## Life as a Laboratory

Life experience is a useful laboratory for understanding why coaching works. In this exercise we will discuss examples that provide clues to the basic principles of coaching.

NOTES:



## Navigation Log

## Insights

# The Foundations of Navigational Coaching

Following the facilitator's instructions, record your responses here.

What worked?

What didn't work?

## Principles versus Techniques

Principles are more important than techniques. When coaching principles are understood and practiced it is possible to coach effectively while learning skills and techniques.

### Description of navigational coaching principles:

- Coaching depends on a trusting, collaborative relationship. It is not possible to coach someone against their will.
- Coaching focuses on a coachee's agenda. When a leader/coach wishes to coach someone in a subordinate position on a piece of organizational agenda it is important to first enrol the coachee in the agenda so that they make it their own. Alignment of agendas is an important leadership skill. Remember: a person cannot be coached against their will.
- Coaching is based on a peer-to-peer form of interaction — regardless of the relative status of the coach and coachee outside the conversation. The peer relationship is supported by the fact that the coach does not assume the role of the "expert" imposing a solution, but rather a collaborative partner exploring options.
- Coaching works best when people find their own answers. The more engaged the coachee is in finding the solution, the more buy-in and greater chance of success.
- Coaching supports the coachee to do the work. The coach approach focuses on the coachee tapping into their own wisdom and ideas and subsequently taking action.
- Coaching leads to action. Coaching is ultimately about closing the gap between where we are and where we want to be. Good coaching leads to next steps every time.

NOTES:

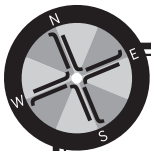
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### Navigational Log

Insights



# The Foundations of Navigational Coaching

## The 6 Guiding Principles of Navigational Coaching

Following are 6 guiding principles that distinguish coaching from other processes:

1. Coaching depends on a trusting, collaborative relationship.
2. Coaching focuses on the coachee's agenda.
3. Coaching is based on a peer-to-peer form of interaction.
4. Coaching works best when people find their own answers.
5. Coaching supports the coachee to do the work.
6. Coaching leads to action.

What are the skills, behaviors and mindsets needed to bring these principles to life?

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