

Ten Minute Wellbeing Tips for Managers



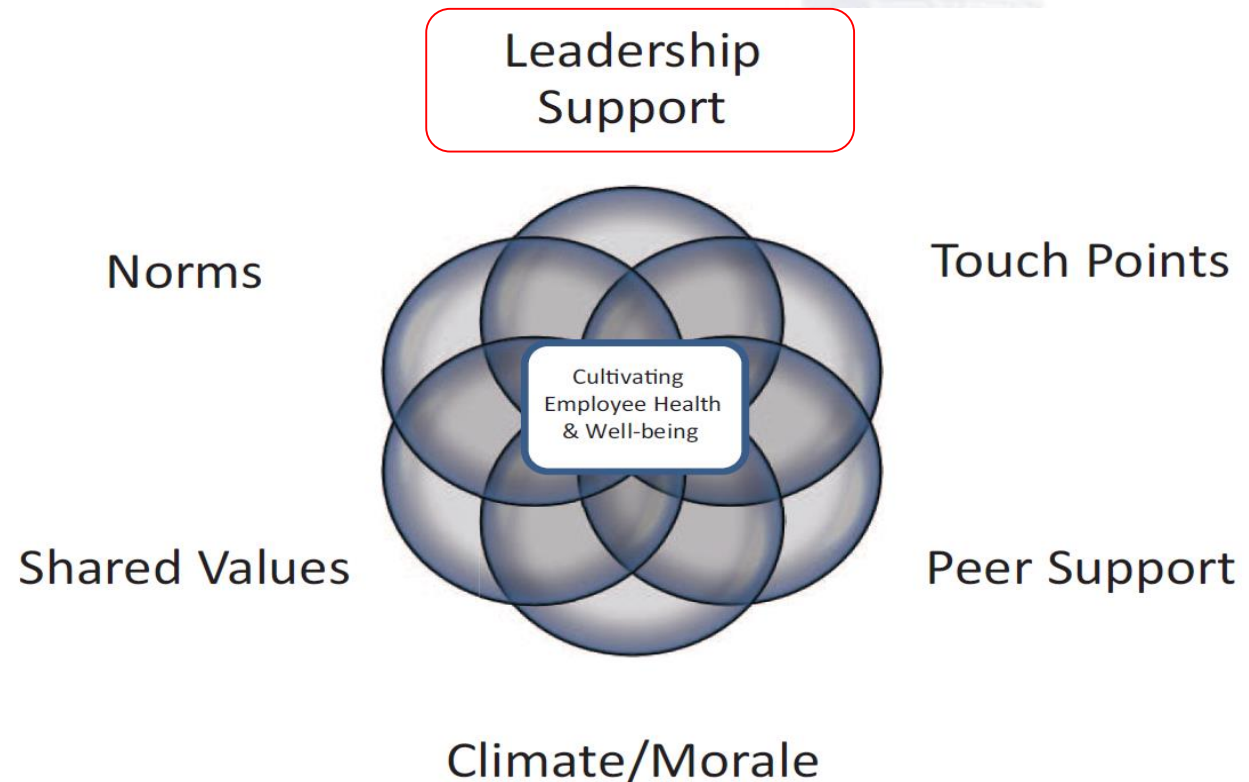
Powered by the Office of Wellbeing

Vision: For our employees to leave work at the end of the day healthier than when they arrived

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Theme: Becoming a Better Leader

Episode 42: Developing a coaching mindset



Coaching style or coaching mindset?





Resource: Indeed's brief overview video of leadership styles

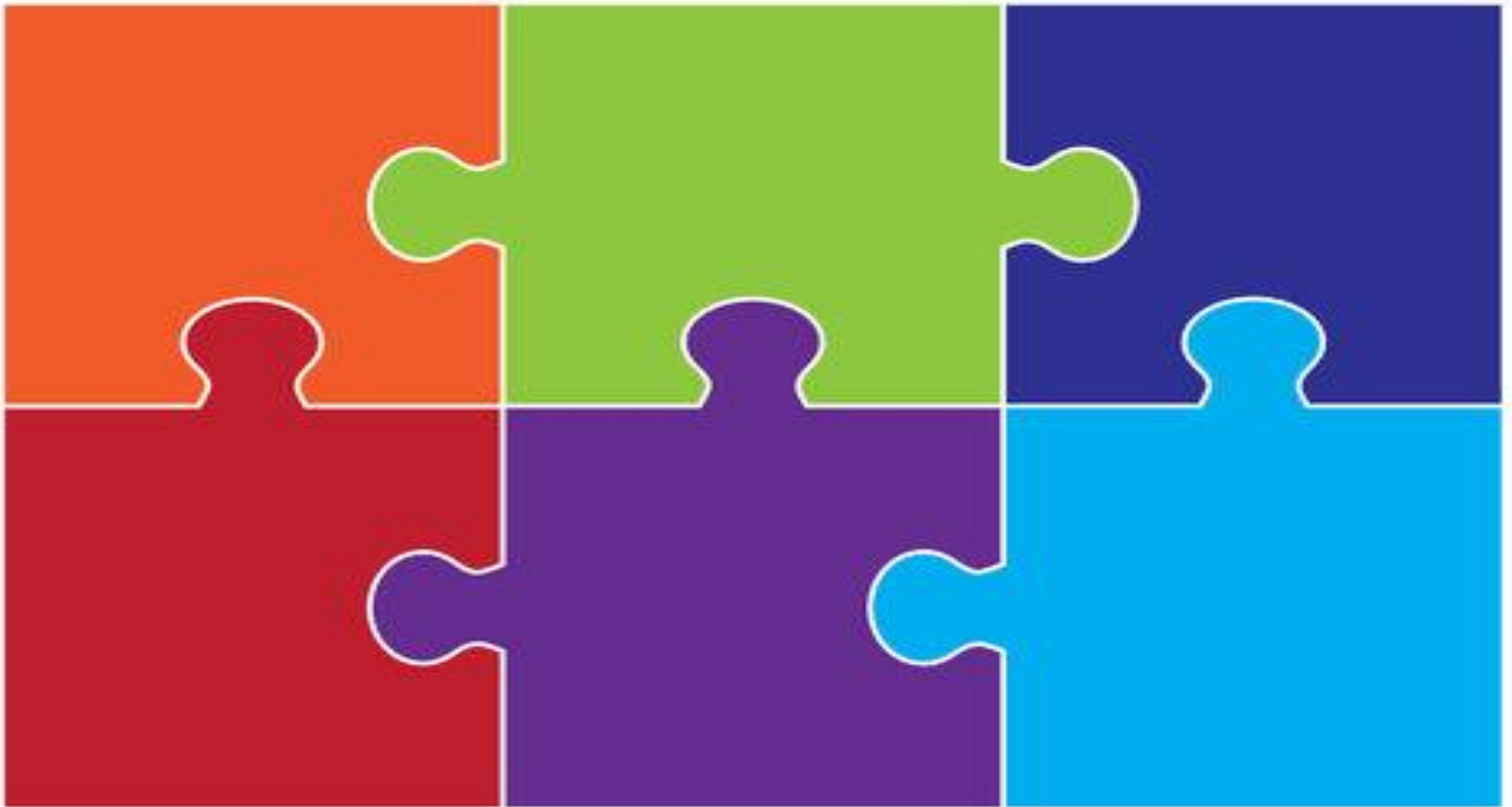
<https://youtu.be/gvsiYHr573c>



Leadership Style

- Introduced in the 1960's by Paul Hersey & Ken Blanchard as part of their situational leadership model (1960's), but its popularity has increased since the 1990's
- Recognized as a positive, motivating leadership style that promotes skills development, mentoring, and a learning culture in the workplace.
- A coaching style:
 - Recognizes and acknowledges strengths
 - Supports the development of EI and self-awareness
 - Motivates people to learn, grow and improve
 - Balances sharing knowledge and ideas, with inviting and supporting people to discover their own.

One leadership style does not fit all situations or team-members



Developing a coaching mindset can transform your leadership



Definition of a coaching mindset



“A coaching mindset is open, curious, flexible and client-centered”

<https://coachingfederation.org/app/uploads/2021/03/ICF-Core-Competencies-updated.pdf>

What is the greatest challenge to developing a coaching mindset?

Once you're in the trap
of over-helping, it feels like you
can't stop.



Lead
with a
Coaching
Mindset

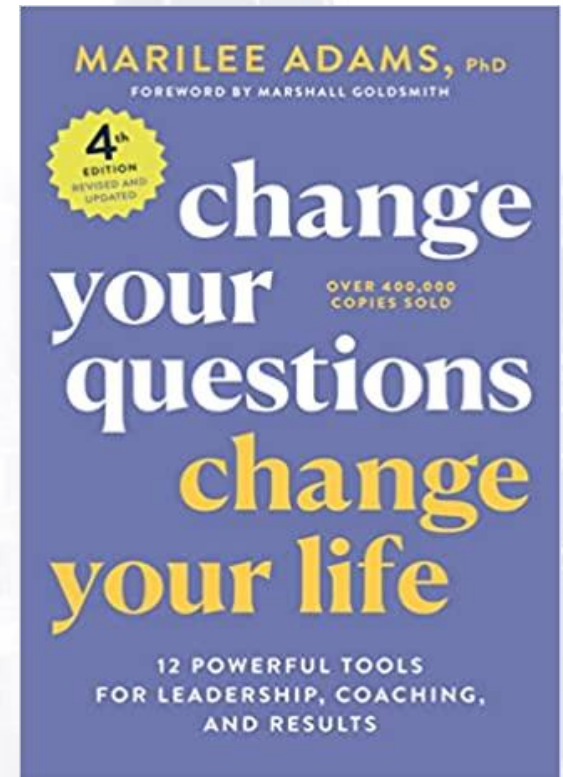
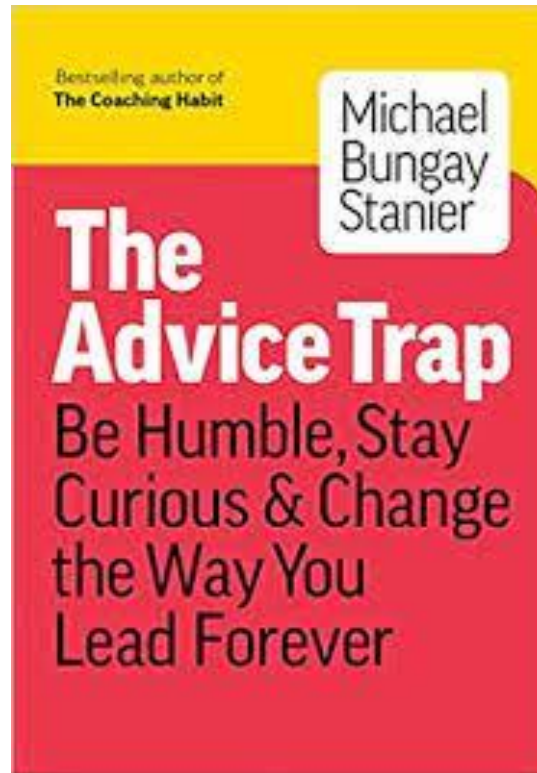
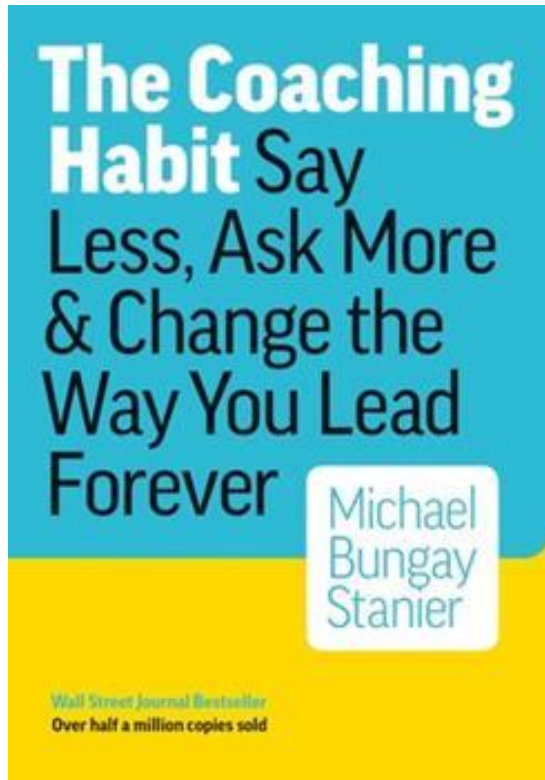


The greatest challenges to developing a coaching mindset

1. Our desire to provide help to the person we're coaching
2. Our intention to fix the person's weakness or problem
3. Our own skills, expertise and experience
4. Our belief that we may have the answers the other person needs
5. The temptation to provide advice
6. Our need for resolution
7. Our belief that coaching is something that happens formally or takes a lot of time

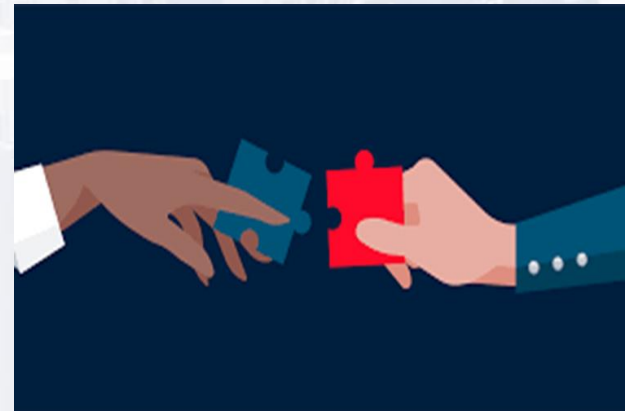


Resources



Coaching is a partnership ...that

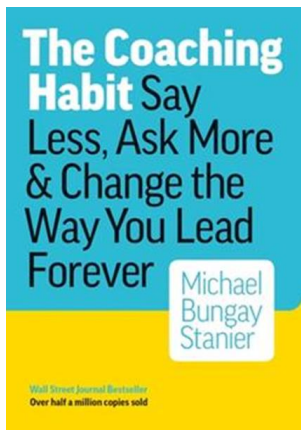
- Creates a safe space for conversation and discovery
- Starts where the person we're coaching is
- Honors their strengths and respects their choices
- Focuses on asking questions, not providing answers
- Invites them to explore their perspectives and options
- Supports their developmental journey
- Affirms their progress



Establishing a coaching habit starts with ONE fundamental shift

“Give less advice and show more curiosity”

This can be practiced any time you interact with others.



Be present and listen deeply



HOW TO HAVE A COACHING CONVERSATION



LISTEN CAREFULLY

Don't assume what the conversation is about or what path it should take.



RESPOND THOUGHTFULLY

Coaching is about uncovering answers through inquiry, openness & exploration.



RESIST IMPOSING YOUR OWN SOLUTION

Shift from the norm of telling, problem-solving & giving advice.



Center for Creative Leadership®

<https://www.ccl.org/articles/leading-effectively-articles/how-to-have-a-coaching-conversation/>

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Manager tip 45

Notice, without self-judgment, how often you give advice. Noticing is the first step in shifting away from advice giving.

Manager tip 46

Commit to curiosity. Look for an opportunity each day to ask more open-ended questions



Next week:

Building a gossip-free zone



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- Access the portal via my.jh.edu and click on the 'Healthy at Hopkins' tile
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- healthyathopkins@jhmi.edu

Office of Wellbeing

- <https://www.hopkinsmedicine.org/office-of-well-being>
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Additional Wellbeing and Leadership Resources

- LinkedIn Learning
- Sure People

What Question Do You Have?

