

LEADERSHIP

AT THE RIDGE

Coach Module 1 – Lead An Encouraging and Challenging 1:1 with Leaders

Core Competency 1

Lead an encouraging and challenging 1:1 with leader(s).

Giving your time to someone is one of the most valuable gifts we can offer another person. Time is something that can't be replaced, it can require sacrifice, it indicates priorities and it's something that may even help you see things from a new perspective. At The Ridge, we think 1:1's are invaluable tools that can help leaders grow. In this module, you will learn what's at the core of a 1:1 meeting and why it can leave both people better off than they were before.

Section 1

The goal of this section is to have you understand how your words as a coach can directly impact your team and how others in your life see you.

Read, Watch, and Reflect

Read

- Ephesians 4:29 (NIV) - Do not let any unwholesome talk come out of your mouths, but only what is helpful for building others up according to their needs, that it may benefit those who listen.
- Romans 1:11-12 (NIV) - I long to see you so that I may impart to you some spiritual gift to make you strong— that is, that you and I may be mutually encouraged by each other's faith.

Reflect

- What do you relate to in these verses and why?
- When have your words built another person up? How do you know this to be true? ● Have you ever been guilty of unwholesome talk (gossip, spiteful comments, jealousy, cursing, etc.) and how did you feel about it afterwards?
- Can you think of a time when you and a friend, spouse, co-worker had a mutually encouraging conversation? Did it feel different in the moment or later upon reflection? Why?

Exercise

- Be aware of your words over the next 2-3 days and write down any situations that prompt “unwholesome talk.” Note any patterns or similarities between situations.
- Think of a reason to “build others up” at home this week. Create a plan to offer praise in a way that feels genuine and make time to tell that person in a way where they can really listen to you. (Note: If this feels uncomfortable for you it may help to write down a few notes about what you intend to say to this person. If you live alone, select a family member or friend to use in this exercise.)

Section 2

This section is intended to help you get in the right mindset for a 1:1. After completing it, we hope you understand that listening is often more important than speaking as you hold successful 1:1's.

Read, Watch, and Reflect

Watch

[Be The Last to Speak](#) by Simon Sinek (2 minutes).

Reflect

- When is the last time you've been in a meeting with a boss and/or leader and that person was the last to speak? What is your opinion of that boss/leader? Are the two answers related?
- When do you typically speak in meetings and why?
 - Have you ever been asked for your opinion in a situation where you feel like the person asking has already made up his or her mind on the matter? What did that feel like?
 - Do you typically settle for knowing WHAT someone has said, or do you also seek to understand WHY they have said it? Why is the WHY a valuable piece of information?

Exercise

- Ask what AND why. For the next week, ask at least one person per day for the WHY behind WHAT they are saying. If someone's promoting their business and trying to sell you something, ask WHY they believe their product or service is worth your time/money. If a waitress recommends a dish to you, ask WHY that item stands out on their menu as special. If your child is telling you what they want to do over the weekend, ask WHY that activity sounds like fun. (If you think you'll forget to do this once each day, we recommend setting a reminder/alarm on your phone to prompt you.)
- Observe and record their responses. Pay particular attention to the responses that surprised you. WHY were you surprised? How did they react when you asked for more information?

Section 3

The goal of this section is to give you the nuts and bolts of what questions you can use as a base for holding your 1:1's. As you complete the following section, considering which portions of this content would work well as you serve your team and how you may personalize it to apply more directly to wins you are trying to achieve at The Ridge, at home and at work.

Listen

[Why Leaders Need to Be More Coachlike](#) with Michael Bungay Stanier (27 minutes)

For reference as you listen, here are Stanier's 7 questions for coaching:

1. What's on your mind?
2. And what else?
3. What's the real challenge here for you?
4. What do you want?

5. How can I help
6. If you're saying yes to this, what are you saying *no* to?
7. What was most useful for you?

Reflect

- Which question stood out to you most in the podcast and why?
- Have you been asked these questions before? Where? How did you feel as you were having the discussion?
- Stanier says "being coachlike" means helping people stay curious just a little bit longer and rush to action/advice just a little bit slower. Are you ever tempted to jump right into someone's problem and try to solve it? What kind of growth could you help that person achieve by asking questions to allow them to come to their own solution?
- The A.W.E. question is what Stanier calls, "The best coaching question in the world, because the first answer people give is typically not their ONLY answer, and in fact, it's often not their best answer." Can you think of a time where you'd wished you had a chance to begin again with someone and give them a different answer?
- Stanier argues that offering help shows others you're in a position of power and that when other perceive themselves as having a lower rank than you, they will disengage. How could that damage a relationship between a Coach and a Team Leader?

Exercise

- **Bit by bit.** Between the time you complete this portion of the module and when you gather next with your leader, sneak a few of these questions into conversations with the people you serve with, work with, live with or talk with. How does the flow of information change when you begin asking questions?
- **Full practice session.** When you gather with your leader and fellow coaches next, take time to use these questions and complete a practice 1:1 session. Do you feel like you left anything out? What surprised you?

Next steps:

- Meet with your leader to discuss what you learned from this session.
- Schedule a time to shadow another coach holding a 1:1 meeting.