

Six Myths About Coaching That Leaders Must Confront in 2024

Moderator: Zakary Payne, Matrix Design Group

Speakers:

- Jennifer Campbell, CEO of worldAWAKE
- Carrie Ann Williams, CEO of Andana Consulting

May 15, 2024, 10:30 a.m.



2024 JOINT ENGINEER
TRAINING CONFERENCE
& EXPO

SAMEJETC.ORG



@SAMENATIONAL



@SAME_NATIONAL



#SAMEJETC24



"SOCIETY OF AMERICAN MILITARY ENGINEERS"



 **conferences** i/o



or browse to
jetc.cnf.io

This is an interactive session.
To participate, use your mobile device:
jetc.cnf.io
Or scan the QR Code

- Find the session.
- The presenter will unlock the poll(s) during the presentation.
- Please complete a brief Evaluation Survey at the end of the session.

MAY 14-16, 2024
ORLANDO, FL

OPERATION:
COLLABORATION

SAME [SAMEJETC.ORG](https://samejetc.org)

HOUSEKEEPING ITEMS

Take Note of Exits

Silence Your Mobile Devices

Presentations and Audio Recordings will be available in the Attendee Service Center until August 30, 2024

Download your PDH record in the Attendee Service Center before August 30, 2024



Thank You to our Education Session Sponsors





MODERATOR



Zakary Payne, PE
Matrix Design Group
Vice President

Fun Facts

- Sports Team: The United States AIR FORCE Academy
- Vacation Spots: I love going home to the great PNW
- Did you Know I am expanding my family by 2 later this month through foster-to-adoption
- Hobbies: Golf, CrossFit, and chasing children

MAY 14-16, 2024
ORLANDO, FL

OPERATION:
COLLABORATION

SAME SAMEJETC.ORG



SPEAKER



Jennifer Campbell
worldAWAKE
CEO

Fun Facts

- Live on the largest island in Washington state
- Love to mountain bike and hike
- Flew EA-6Bs in the U.S. Navy
- Enjoy being creative in the kitchen and craft studio

MAY 14-16, 2024
ORLANDO, FL

OPERATION:
COLLABORATION

SAME SAMEJETC.ORG



SPEAKER



Carrie Ann Williams
Andana Consulting
CEO

Fun Facts

- Live in a log cabin built before the civil war
- Own a Bed & Breakfast
- Love to photograph wild turkeys and other wildlife

MAY 14-16, 2024
ORLANDO, FL

OPERATION:
COLLABORATION

SAME SAMEJETC.ORG

Live Content Slide

Poll: When a team member asks a question, which of these leadership approaches do you find yourself using most often?

What we'll address today...

1. What coaching is, what it isn't, and why it works
2. How to distinguish coaching from other leadership approaches and understand when to use it
3. Understand the role of “agenda” in coaching conversations
4. Identify the skills involved in coaching and how they differ from conventional leadership practices

Why "Myths?"

- Coaching is new to the list of leadership skills
- Current expectations differ from the previous definition of "coaching"
- Leaders are often confused about how to implement it and how coaching complements other leadership styles



20
24

JOINT ENGINEER
TRAINING CONFERENCE
& EXPO

SAMEJETC.ORG



[@SAMENATIONAL](https://www.facebook.com/SAMENATIONAL)



[@SAME_NATIONAL](https://twitter.com/SAME_NATIONAL) | [#SAMEJETC24](https://twitter.com/SAMEJETC24)



["SOCIETY OF AMERICAN MILITARY ENGINEERS"](http://www.societyofamericanmilitaryengineers.org)

Myth #1:

“I haven’t attended any coach-specific training, but I (should) already know how to do it.”



20
24

JOINT ENGINEER
TRAINING CONFERENCE
& EXPO

SAMEJETC.ORG



[@SAMENATIONAL](https://www.facebook.com/SAMENATIONAL)



[@SAME_NATIONAL](https://twitter.com/SAME_NATIONAL) | [#SAMEJETC24](https://twitter.com/SAMEJETC24)



["SOCIETY OF AMERICAN MILITARY ENGINEERS"](http://www.societyofamericanmilitaryengineers.org)

What is coaching?

“Coaching is not telling people what to do; it’s giving them a chance to examine what they are doing in the light of their intentions.” James Flaherty

“Coaching is unlocking people’s potential to maximize their own performance. It is helping them to learn rather than teaching them.” John Whitmore



Coaching is a purposeful conversation

Focused on goals to change behaviors that change results

- It is an **interactive** process in which the
- Coach **asks** thought provoking questions
- To help the Coachee **discover** a new perspective
- Broadening their lens and expanding **possibilities**

This leads individuals to reflect and talk about options

- To **create** their own solutions and make a **commitment**
- To practice, change, or execute
- While the Coach listens carefully and

Challenges, supports, and helps you reach your full potential



Myth #2:

“Coaching is best done by a third party.”

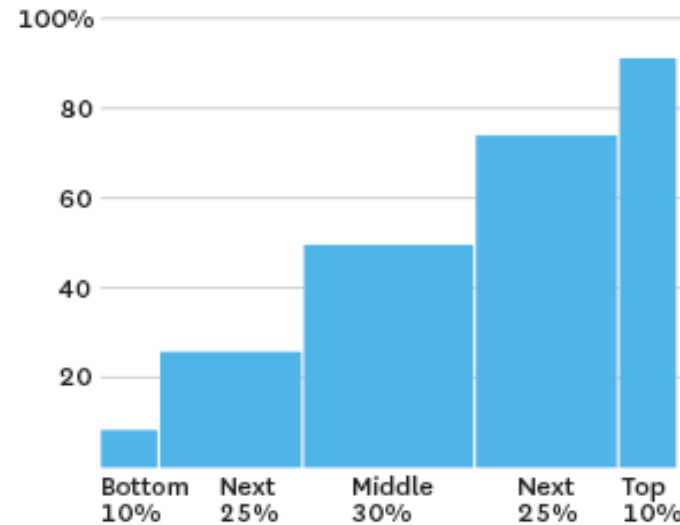
Why coach?

Coaching directly impacts employee engagement and commitment

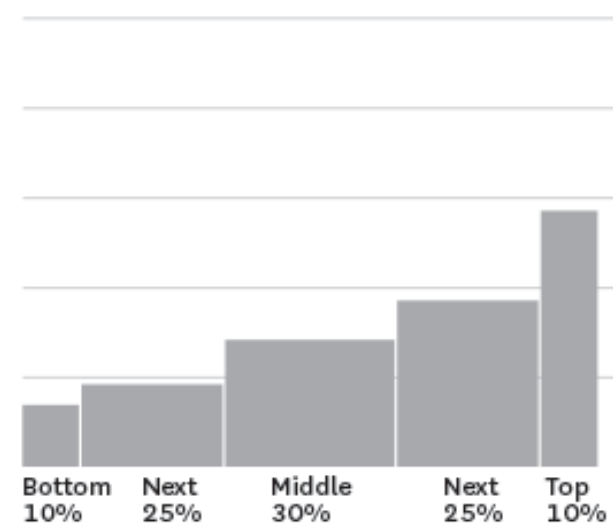
THE VALUE OF COACHING

The more effective a leader is at coaching and developing others, the more engaged and committed his or her direct reports will be.

EMPLOYEE ENGAGEMENT PERCENTILE



PERCENTAGE OF HIGHLY COMMITTED EMPLOYEES



LEADERS' EFFECTIVENESS AT COACHING AND DEVELOPING OTHERS

SOURCE ZENGER FOLKMAN

HBR.ORG

Myth #3:

“You’re either born to coach or you’re not.”

Coaching skills to develop

- Listening...beyond “active listening”
- Asking powerful questions to inquire, rewire, and inspire
- Using a conversation framework
- Managing your own thinking



2024

JOINT ENGINEER
TRAINING CONFERENCE
& EXPO

SAMEJETC.ORG



[@SAMENATIONAL](#)



[@SAME_NATIONAL](#) | [#SAMEJETC24](#)



["SOCIETY OF AMERICAN MILITARY ENGINEERS"](#)

Myth #4:

“Coaching is the new counseling.”

Counseling vs Coaching

Counseling	Coaching
Leader as Expert Problem Identifier/Solver	Problem identification and solving is a shared process
Directive	Facilitative
Airtime dominated by leader	Cooperative dialogue between partners
Power resides in the leader, recipient feels powerless	Recipient's power and contribution are valued by leader
Both parties position themselves for conflict	Both parties demonstrate openness to other's perspective
Mood is tense and guarded	Mood is calm and optimistic

Myth #5:

“Coaching is only ever about the coachee’s agenda.”



20
24

JOINT ENGINEER
TRAINING CONFERENCE
& EXPO

SAMEJETC.ORG



@SAMENATIONAL



@SAME_NATIONAL



#SAMEJETC24



"SOCIETY OF AMERICAN MILITARY ENGINEERS"

Three types of coaching

Coaching for development

- Clarifying Coachee's goals
- Exploring options to reach goals
- Committing to seek development opportunities

Coaching on a performance issue

- Clarifying your goals for the Coachee
- Understanding the reality – yours and theirs
- Agreeing on a path forward

Coaching in the moment

- Understanding the issue
- Determining the response needed
- Maximizing coachable moments to develop Coachee

Myth #6:

“Leaders should use coaching more than any other leadership approach.”



20
24

JOINT ENGINEER
TRAINING CONFERENCE
& EXPO

SAMEJETC.ORG



[@SAMENATIONAL](https://www.facebook.com/SAMENATIONAL)



[@SAME_NATIONAL](https://twitter.com/SAME_NATIONAL) | [#SAMEJETC24](https://twitter.com/SAMEJETC24)



["SOCIETY OF AMERICAN MILITARY ENGINEERS"](http://www.societyofamericanmilitaryengineers.org)

Leadership approaches

- Tell
- Teach
- Mentor
- Coach

Let's give it a try!

In breakout groups :

- **Storyteller** - Storyteller shares an example of a management challenge
Describe the situation and the challenge
be brief! USA Today, not NYT
- **Others** - Ask questions quickly around the circle
- **Storyteller** - Write down the questions...do not answer them!

What is the #1 obstacle to coaching your team?

What is the #1 obstacle to coaching your team?

Your commitment to being the
Expert Problem Solver



20
24

JOINT ENGINEER
TRAINING CONFERENCE
& EXPO

SAMEJETC.ORG



[@SAMENATIONAL](https://www.facebook.com/SAMENATIONAL)



[@SAME_NATIONAL](https://twitter.com/SAME_NATIONAL)



[#SAMEJETC24](https://www.linkedin.com/company/SAMEJETC24)



"SOCIETY OF AMERICAN MILITARY ENGINEERS"

Curious about coaching your team?

Sign up here and you'll receive

- A one-page **reference guide** to the 6 myths discussed today
- A personal invitation to attend our **free monthly workshops**
- A link to schedule a **complimentary strategy session**, where we'll help you figure out your plan to go from *"How will I ever get out of the weeds?"* to **"My team is ON it!"**



Six Myths About Coaching That Leaders Must
Confront in 2024

THANK YOU

Please take a few minutes to complete a short survey about this session. Your feedback will help us improve future programming for JETC.

 **conferences** i/o



or browse to
jetc.cnf.io

Six Myths About Coaching That Leaders Must Confront in 2024

Q&A

- Zakary Payne, Zakary_Payne@matrixdesigngroup.com
- Jennifer Campbell, jenn@worldawake.net
- Carrie Ann Williams, carrieann@andanaconsulting.com