



Leadership Development Workshop #4: Advancing Your Team Using Coaching & Delegating

October 15 & 16, 2025

House Rules



Participation
Questioning
Conversations
Activities



Volunteer
Tagging
Share



Partnered
Group
Discussions



Wrap-up with
Takeaways
Action steps



Be Open
Be OK to fail



Be Supportive
and Caring; API



Be Present,
No "Multi-tasking"



Confidentiality:
Nobody, Nothing,
Never

Pre-Work

The Art of Giving Advice

- Can be counterproductive
- “Advice monster”
- You are likely resolving the wrong problem
- Cognitive biases leading to incorrect evaluations
- Advice erodes confidence and autonomy
- Interpreted as criticism
- Advice giving influences our sense of power (people wanting power give advice)
- Creates lack of accountability
- Coaching boosts motivation

Barriers to Listening

- Evaluating before hearing it all
- Distracted and having other thoughts
- Multitasking/listening
- Lack of interest / compassion
- Biases and judgments
- Lack of eye contact
- Postures and expressions
- Sudden change in topic
- Selective listening
- Advising / answering

Barriers to Delegation

- Easier / faster do it yourself
- Retain control, power
- Direct reports lacking confidence, fear of mistakes, lack of incentive
- Barriers to organization
- Delegation develops others – learning, growth opportunity
- Effective, open communication

READ:

- The Art of Giving Good Workplace Advice
- Barriers to Effective Listening
- Barriers to Delegation

Training Objectives

- Coaching conversations
- The art of listening
- Delegating

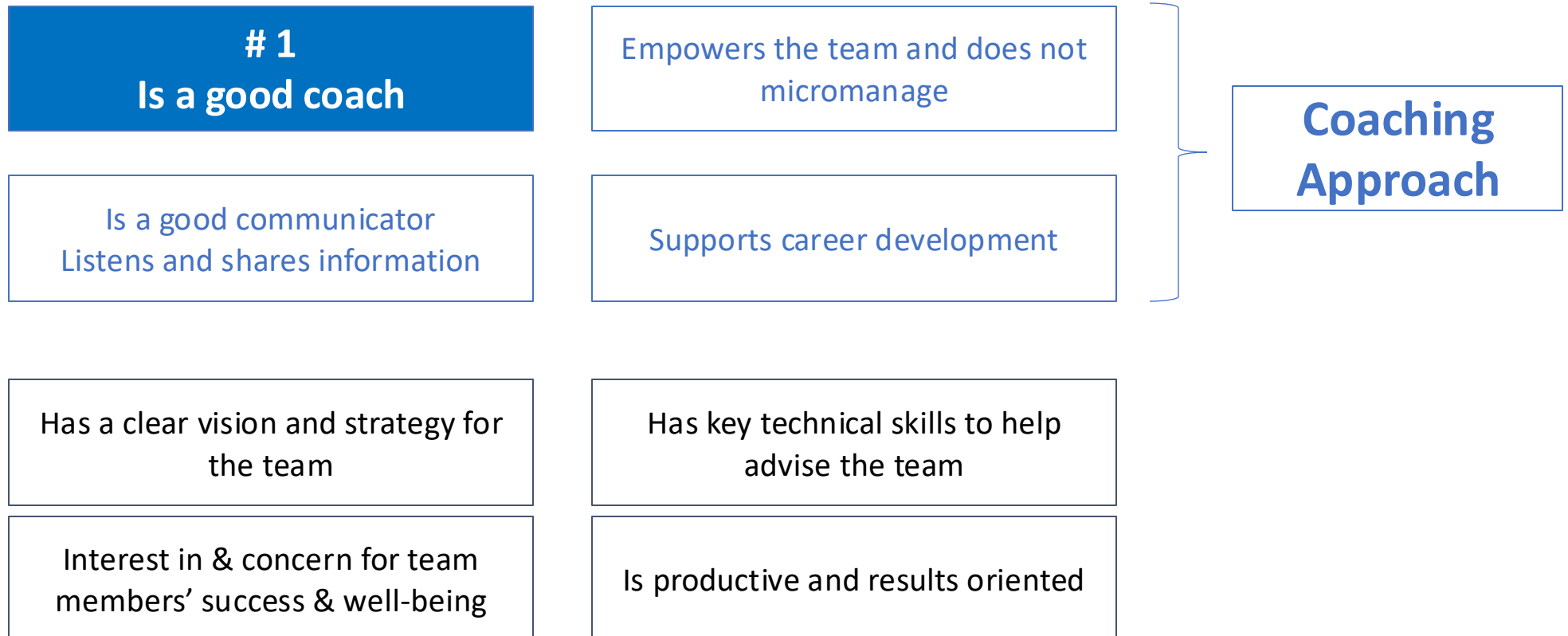


All of which are elements of... **Advancing Your Team**

Why Coaching?

Google Oxygen Project

8 Behaviors of Top Performing Google Managers



How to Effectively Coach Your Team



COACHING
VS. TELLING



POWERFUL
QUESTIONS



G.R.O.W.

**None of these work without an important skill:
Active Listening**

**Are you listening or
hearing?**



What's your listening attitude?

- I stop what I'm doing in order to listen
- I ignore most distractions
- I keep my emotions under control
- I wait for speakers to finish
- I acknowledge struggles with compassion
- I'm aware of mannerisms that may be distracting
- I refrain from interrupting
- I restate or paraphrase to make sure I understand
- I ask questions for clarification
- I'm a patient listener most of the time

Reflect: one thing I would like to work on is _____ (note on page 2 of your participant guide)

Break



3 Levels of Listening





3 Levels of Listening

At what level are you most often listening during an important conversation?



What are the challenges of listening at Levels 2 and 3?



Listening Skills: How to Effectively Listen

Clarification

- Seek first to understand
- Ask powerful questions

Reflection

- Confirm what you heard
- Mirror back understanding

Practicing Silence

- Being comfortable with silence
- Give space and be curious

Listening Practice Instruction

- Person A (Speaker) has 3 minutes to talk about something that is important to them
 - When Person A is sharing Person B (Listener) cannot speak. Their role is to only listen.
 - At the end of 3 minutes Listener paraphrases what they heard Speaker say using their own words (1 minute)
 - Speaker then clarifies, corrects, or confirms what the Listener paraphrased (1 minute)
 - You'll then switch roles and repeat the above. If you have 3 people one will be the observer
- At the end of Person B being the Speaker and Person A being the Listener you'll have 5 minutes to discuss (pick from this list):
 - *What was challenging?*
 - *What was easy?*
 - *What could you do to be a better listener?*
 - *What was surprising?*
 - *How did it feel to be listened to?*
 - *What did you learn?*
 - *If applicable: what did the observer notice that may not have been evident to A or B?*

Coaching Conversations

What are coachable moments that you leverage at work?

- Skill or goal development
- Project planning
- Enhancing skills
- Appearing unmotivated or uncertain
- Missing deadlines
- Falling below performance standards
- Excessive errors
- Reinforce successes (inspire/motivate)



Coaching vs. Advice: a bit of neuroscience

DID YOU KNOW?

Giving advice...



DETRACTS from learning & growth

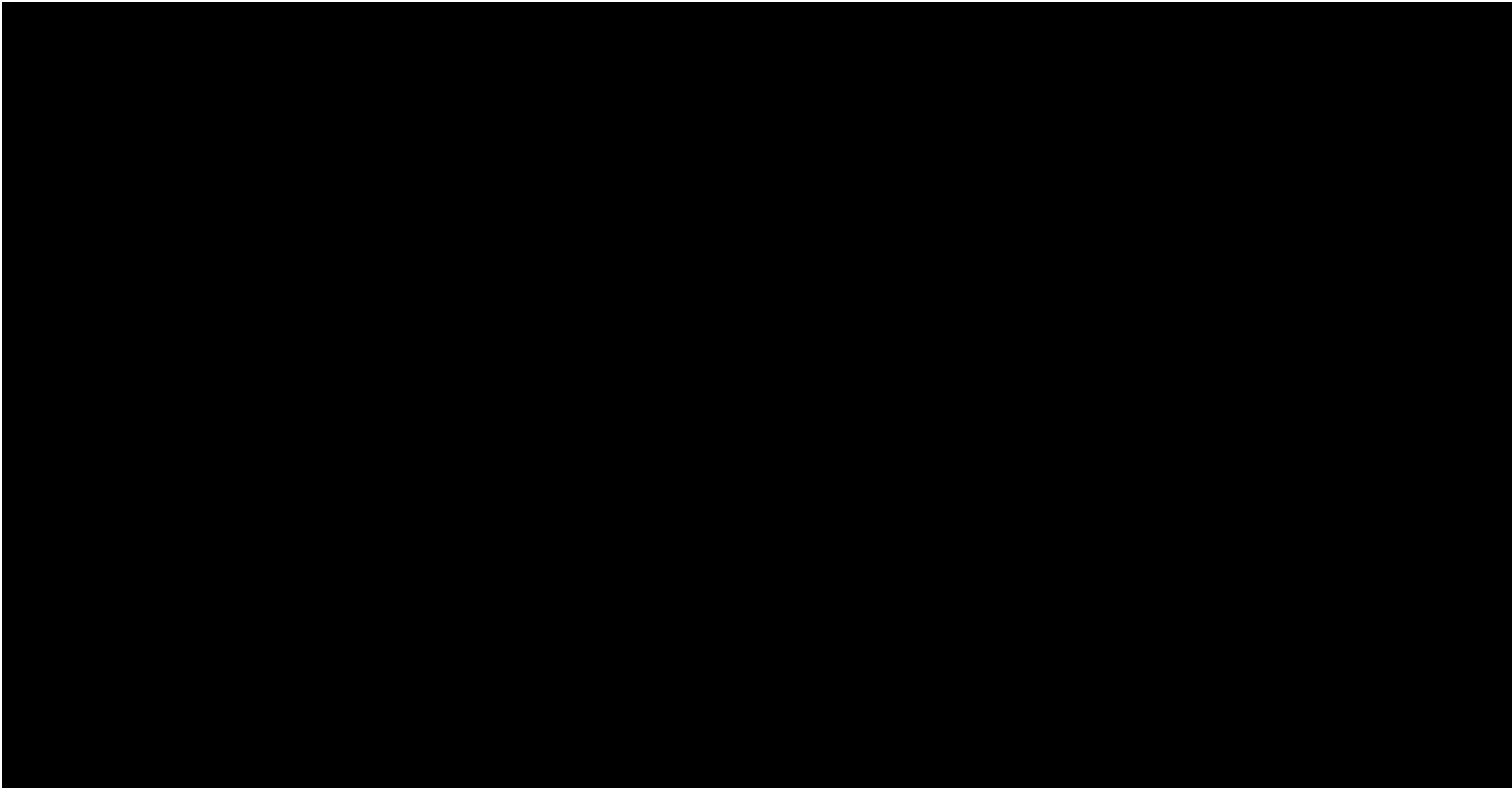
Team member owns LESS of the solution

REDUCES accountability

Coaching:
Play the long game

Longer Term Strategy

Build skills + capacity of team members



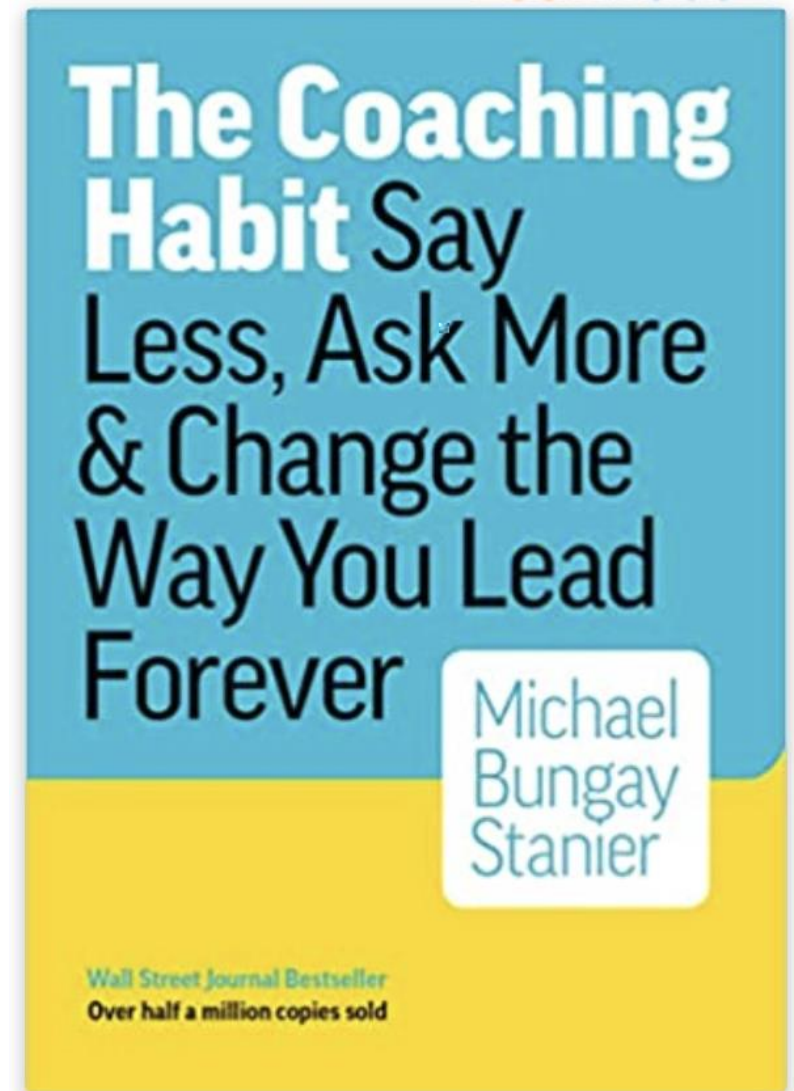
Asking Powerful Questions

What are powerful questions?

- Open-ended
- Often start with “what”
- Short
- One at a time (no stacking)
- Come from a place of authentic curiosity, not judgement
- Encourage others to tap into their own knowledge, experience & answers



The Top Questions Every Manager Should Know



How would you ask this? Transform to a powerful question

1. Do you want to finish the project this week?
2. Did you want to commute by car or bus?
3. Are you happy with your project?
4. Can you ask your team to help you with delays in the project?
5. Is the team happy with the way this application works?
6. Why did you do it this way?
7. How did we get off budget?
8. Why isn't this done yet?

Acknowledge & Validate

A touch of compassion goes a long way

Acknowledge

“Going through this process sounds difficult”

“Wow, that sounds really frustrating.”

Validate

“It’s understandable that you feel so..., given that...”

“I really appreciate how you”

Coaching Tips

Be genuine, be intentional with tone

Be fully present

Keep focus on them

G.R.O.W. Coaching Model

G.R.O.W. Coaching Model

G Goal

What specifically do you want to achieve?
What will it look like when you achieve it?

R Reality

Where are you now in relation to what you want to achieve? What are the obstacles?

O Options

What options can you explore to reach your goal? Are you open to suggestions?

W Way Forward

What is the path to your goal? Next steps?
Timeframe? What support might you need?

Practice: Coaching Circle

G.R.O.W. Model

- Establish the **Goals**
- Examine current **Reality**
- *Acknowledge and validate*
- Explore future **Options**
- **Way Forward** – Summary (transition ownership)

Coaching Skills

- Check in with your views and biases
- Be an active listener
- Ask open-ended questions
- Encourage self-awareness
- Forward the action



Group Debrief



Break



Practice: Coaching in Pairs

2 X 10 min + debrief

G.R.O.W. Model

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Delegation

Dance Floor to Balcony



Barriers to Delegation

I don't have the right (or any people) to delegate to.

I don't have the time to delegate.

I don't want to lose my technical skills.

I like doing this work.

I'm accountable for it so I don't want to risk looking bad.

I'm better at doing this work so I know it will be done right.

It'll be faster if I do it myself.

It's too important or critical to delegate.

My team is already too busy or overwhelmed.

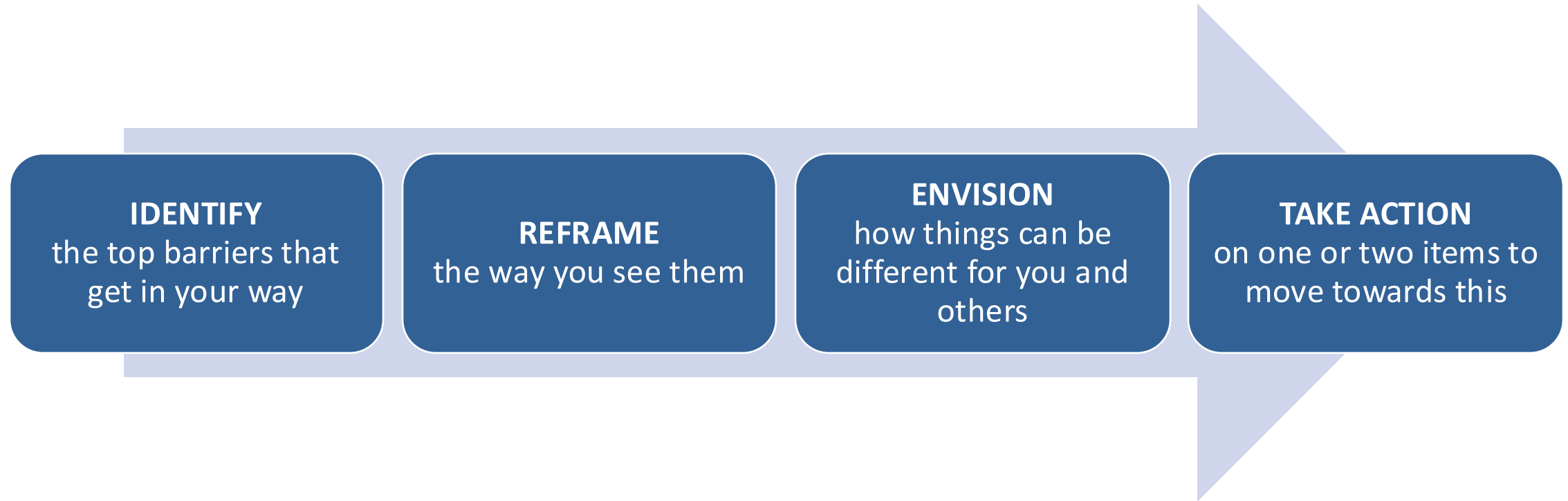
The work is boring, so I just do it myself.

Too much is at stake; I can't afford for it to go wrong.

I like to be recognized for the work.

I enjoy resolving issues myself.

Barriers to Delegation: How to change the story Exercise



Delegation is a thoughtful process

Stage	What to ask yourself	Sample communication to direct report
Pre-work	Is my ask realistic, consistent, fair and considerate?	”What else is on your plate?” “How much time would this require?”
Communicate	Did I describe the ask in specific detail? Did I answer the who, what, when, where and why?	“We need to develop 3 applications, acquire 4 new employees in California by December 15th.”
Commitment	Did I get their buy-in? Did they commit to the task? Are we both in alignment?	“What did you understand from what I just shared? What might we be missing?”
Results	Did I share the benefits, and consequences? Did I explain how it impacts the team?	“These 3 applications will help us be 25% faster. If we don’t get these 4 employees, it might affect our customers.”
Accountability	Did I establish accountability and ownership from the direct report?	“What are next steps? What is the timeline to check-in? How do you want to receive feedback?”

Delegation Group Debrief



- What are you taking away about delegation?
- What are you going to do differently?
- What could get in your way with delegating?

Reflection

I learned...

I re-learned...

I wonder...

I was
surprised...

I hope...

I plan to...

Wrap-up

- Next Steps



Thank you!

