

# GREAT COACHING



JUICE INC,

## What Makes *GREAT* Coaching?

People get stuck in the coaching process in two key places:

1. “I’m supposed to be an expert” - too much advice-giving. The implication: The coachee nods their head up and down but walks away compliant - but unconvinced of their need to change.
2. “I’m just a facilitator” - too much self-discovery. The implication: the coach accepts the coachee’s ideas at face value – even though they don’t wash with the needs of the organization.

Both these approaches contain good elements, but a good coaching conversation does not give either the coach or coachee the performance required. It’s not good coaching we need, it’s great coaching. And the shift from good to great is the hardest shift to make. A simple, systematic approach is the only way of helping people overcome the inertia of their natural, powerful instincts.

Using the simple, systematic tool of **GREAT** Coaching Conversations, Juice Inc. has helped both seasoned and novice coaches navigate the white waters of conversation without getting mired on either side of the river: too much tell or too much unfiltered acceptance.

It all comes down to the honest harmonizing of needs – the needs of the coach with the needs of the coachee. If the coach has a strong drive to get their needs met but does not identify the coachee’s needs, the coachee feels pushed. They will tolerate your conclusions and act on their own. If the coach has a strong drive to meet the coachee’s needs but does not represent their own, they will comply and fail to challenge the coachee to higher levels of performance.



## PULL Conversation

What is required to be effective as a coach is a “pull” approach – a blend of intense interest (inquiry) and respectful straight-talk (directness). Pull asks the tough questions but asks them from a place of deep understanding of the coachee’s world. The net result is a harmonizing of both sets of needs that produces bigger solutions – the ones that create a great employee experience, a great customer experience and great numbers.

Ever experience the blue screen of death on your computer? What has shut down in that situation, your applications or your operating system? It’s your operating system. The applications are still running in the background but you can’t interact with them or access them.

Pull Conversation is the operating system that drives the applications of feedback, recognition, problem-solving and coaching. Pull draws out peoples' intrinsic motivators, their felt needs, the interference that is blocking their innate capacities and the beliefs that are derailing them.

## GREAT Coaching Tool

GREAT Coaching shifts your managers from good coaches to great coaches in the five areas that create the greatest impact. Participants will learn and practice the **GREAT** tool:



### **G – Goal**

Engage the coachee to co-discover and agree upon a goal that achieves a 5-way intersection of success: success for the customer, the organization, the employee, the manager, and the rest of the team. Most people have a cursory grasp of SMART goals. GREAT Coaching participants gain a deeper than usual mastery of the SMART goal-setting process, co-creating goals that are Specific, Meaningful, Agreed-upon, Realistic and Time-phased.

### **R – Reality**

Pull out the coachee's current reality to gain mutual clarity about the beliefs, thinking patterns, past approaches and blockages that must be understood in order to move to a bigger reality.

### **E - Explore**

When the coachee's current reality crystallizes, both the coach and the coachee can move into a blue-sky zone of innovation and creative thinking. The coach uses Pull Conversation to draw out wild, tangential thoughts. Years of experience have shown us that these thoughts are seeded with unexplored, unforeseen opportunities and approaches.

### **A – Action**

Coordinating aligned action is what the coaching process is all about. Pull conversation is now used to galvanize an action plan – one that reflects the partnership of the coach and the coachee and spells out how they will stand for each other's success. Both the coach and the coachee commit in concrete terms to who will do what by when.

### **T – Tracking**

Follow-through is the crucial element that is missing in many coaching models. In this phase, the coach and the coachee agree upon the milestones and tracking mechanisms they will utilize to ensure the sustainable success of the coachee.

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