

From Support to Ownership

Coaching for Performance

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KEY CONCEPTS

What Coaching Really Is

Sir John Whitmore

"Unlocking a person's potential to maximize their own performance."

Coaching asks. Advice tells.

- What are you trying to achieve?
- What's happening now?
- What options do you see?

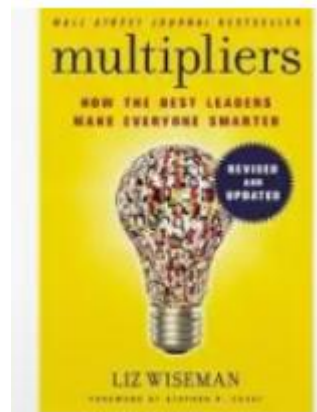


Accidental Diminishers

Liz Wiseman

Well-intentioned leaders can unintentionally diminish ownership by stepping in too quickly.

When we consistently step in, we train others not to step up.



Take the quiz



PSYCHOLOGICAL SAFETY — AMY EDMONDSON

A shared belief that the team is safe for interpersonal risk-taking.
Safety develops in stages — and coaching depends on it.

1 Inclusion <i>Safe to belong</i>	2 Learner <i>Safe to ask questions and make mistakes</i>	3 Contributor <i>Safe to add value</i>	4 Challenger <i>Safe to challenge the status quo</i>
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Safety is NOT:

- Being nice
- Avoiding conflict
- Lowering standards

Safety IS:

- Being able to say what's real
- Asking questions without fear
- Admitting mistakes
- Receiving candid feedback

Remember:

*Coaching requires this version of safety.
Without it, performance conversations don't happen — they get avoided.*

THE GROW MODEL

Not a script to follow. Not a formula to memorize. A structure that keeps ownership where it belongs.

G

Goal

Start with what they want — not what you think they need.

- What are you hoping to achieve?
- What would success look like?
- What feels most important here?
- If this goes well, what would be different?

⚠ Caution: *Assuming you already know their goal — and correcting before clarifying.*

R

Reality

Get clear on what's actually happening — without blame.

- What's happening right now?
- What's getting in the way?
- What have you already tried?
- What part of this is within your control?

⚠ Caution: *Softening reality to avoid discomfort, or inserting your version of reality too quickly.*

O

Options

Expand thinking before you offer solutions.

- What options do you see?
- What else?
- What hasn't been considered?
- If nothing were in the way, what might you try?

⚠ Caution: *Offering your idea before they've exhausted theirs. Adding too much value reduces contributor safety.*

W

Will

Move from intention to commitment.

- What will you do? By when?
- How committed are you to that?
- What might get in the way?
- What would strengthen your commitment?

⚠ Caution: *Ending with "Let me know if you need anything." That dissolves accountability.*

PRACTICE ACTIVITY — MEET SAM

SCENARIO CARD — COACH

The Overwhelmed Yes

Sam is a passionate volunteer who jumped at the chance to coordinate focus groups for the community needs assessment. Two weeks in, Sam has gone quiet. When you do connect, Sam is warm and apologetic — but nothing changes. You have a real deadline and you genuinely like Sam. You don't want to lose them.

You have a standing bi-weekly check-in with Sam. Today's agenda is a quick progress update on the community needs assessment focus groups Sam is coordinating. You've noticed Sam has seemed scattered in recent messages — warm and apologetic, but nothing is actually moving. You came in expecting an update. But something about how Sam shows up today tells you an update isn't what's needed.

This is the moment you decide to coach instead of check in.

Your job is to ask, not solve. Stay curious.

G — Start here: Before we get into the update — what's it been like working on this?

R — Reality: Ask questions to get clear on what's actually happening

O — Options: These questions will help expand Sam's thinking before you offer solutions

W — Will: Move from intention to commitment — Ask for the next step type question

SCENARIO CARD — SAM

You are Sam. Here's what's true for you:

You came into this check-in fully intending to give a progress update. But there isn't much to report and you know it. You genuinely care about this project — you said yes because it mattered, and it still does. But you underestimated what it would take and you're now juggling three other commitments that all feel urgent.

You haven't said any of this out loud because you don't want to look like you can't handle it. You were hoping to get through the check-in without it becoming a bigger conversation.

You haven't asked for help because you don't want to look like you can't handle it.

Be real. Make them earn it.

REFLECTION

Debrief questions to sit with:

- Where did you feel the pull to step in and solve — and what did you do with it?
- What did Sam need that was different from what you first assumed?
- (Sam) What did it feel like to be asked instead of told?
 - (Coach)...What did it feel like to stay curious instead of solving?
- What did this conversation reveal about how you typically show up?

Final thought:

Think of someone in your world right now. Which letter of GROW do they actually need from you this week?

My notes & commitments

