



Coaching Through Listening and Feedback

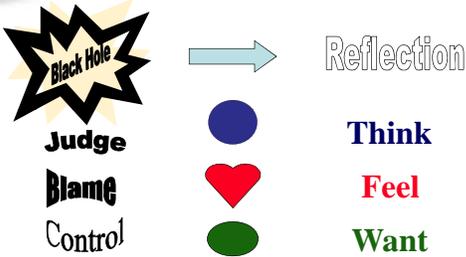
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Feedback

- The best feedback offers an opportunity for learning: Learning for you, learning for the other person, and optimally for both of you.
- The goal is to have your feedback considered by the other person: Ideally the other person will consider whether your feedback is useful, and how to use it.



Self-Awareness



Black Hole
Judge
Blame
Control

→ **Reflection**
Think
Feel
Want

Jesse Reeder



Guidelines for Giving Feedback

Helpful feedback is:

- **Descriptive** (not evaluative)
- **Observational** (not judgmental)
- **Specific** (not general)
- **Timely** (not stored up)
- **Consistently given** (not randomly given)

Leadership Institute of Seattle



Language for Giving Feedback

- What I have seen specifically is...
- What I would encourage you to...
- The potential I see in you is...
- When you... I feel...
- One thing you could do to help me...
- The area I'd like to see you focus on for improvement...
- When you... I see others responding...
- Part of why I think you are effective...
- One of the things I admire about you...
- Yesterday when you... I wanted more/less...
- What I value about you...



Four Levels of Listening

1. Listening to confirm what you already know.
2. Listening to discover new facts and information.
3. Listening to understand the other person.
4. Listening for creative opportunities.

Adapted from C. Otto Scharmer, Theory U



Listening to Understand

Listening to my own agenda	Listening to fix the problem or the person	Listening to understand and empower
Interrupt	Evaluate.	Ask what is going on.
Ignore	Analyze.	Guess the feelings.
React	Advise.	Summarize.
Reload	Offer solutions.	Ask what they want.
Deny	Ask specific questions.	

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Listening to Understand

- Ask what is going on.
- Guess their feelings.
- Summarize what they say.
- Ask what they want.

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Listening for Potential

“Listening to people as if they have all the tools they need to be successful, and could simply benefit from exploring their thoughts and ideas out loud.”

David Rock

