



Coaching For Change is the New Normal

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Historical Observation

**Coaching came
into existence to
fill an unmet need
in an interactive,
fluid world of
rapid change and
complexity**

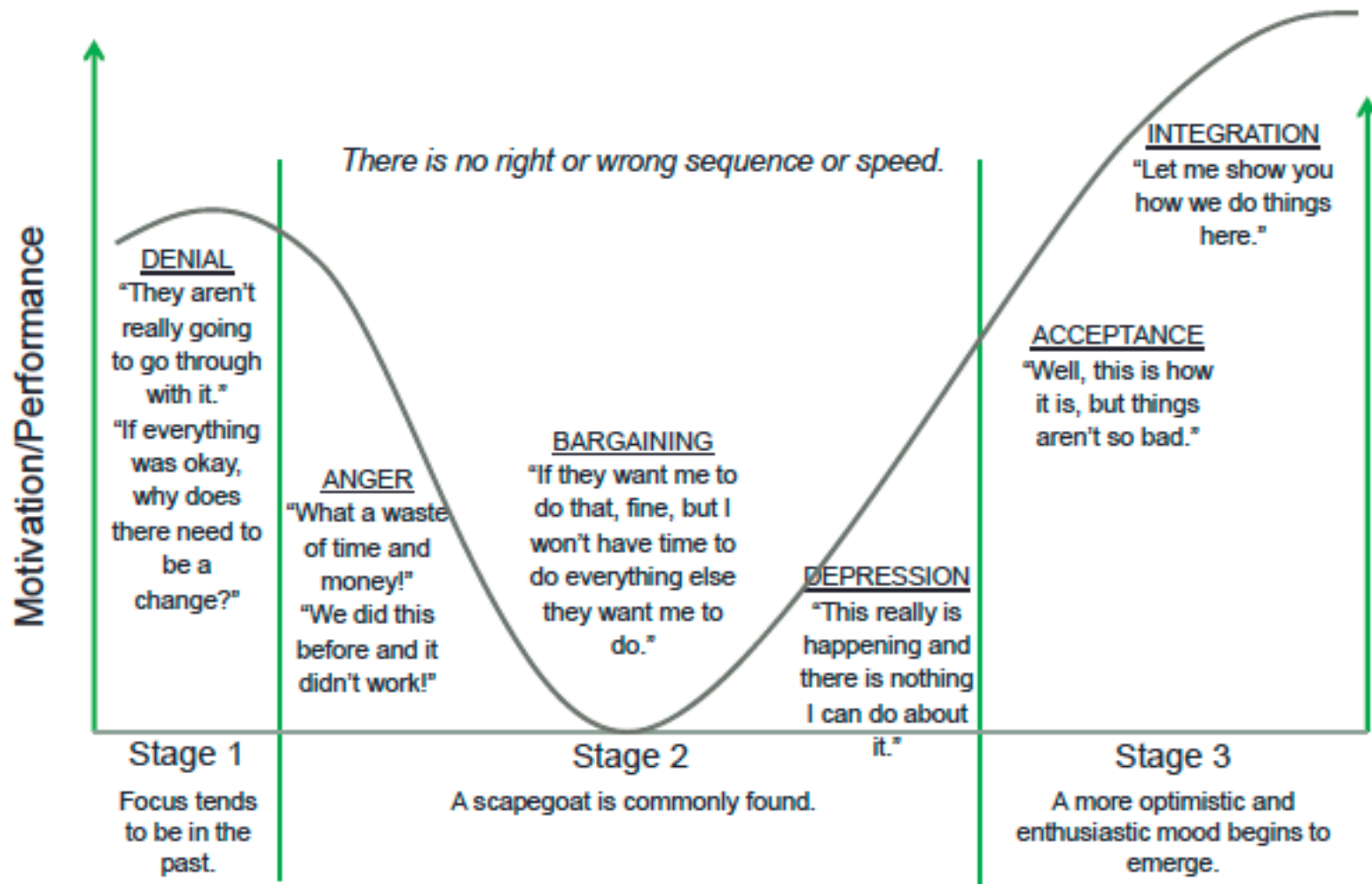


Change Management Success

Number one obstacle to success for major change projects is employee resistance and the ineffective management of the people side of change.



Six Attitudes of Emotional Response



Courtesy Altvia consulting

Kubler-Ross Change Curve applied to Business Change from "Coaching Through Resistance to Change" by Bellomo, Julee and Muttiah, Davo PMIV Local Community Loudoun Presentation March 2015

Change Interventions



What is Coaching?

Partnering in a thought-provoking and creative process that enables a person to be and perform at their best by eliciting the person's own solutions and resources



Facilitates transition so change will work.

- **Change is situational**
- **Transition is psychological**



What is Coaching in Business?



Solution focused



Business focused



Results oriented



Unlock potential



Maximize performance

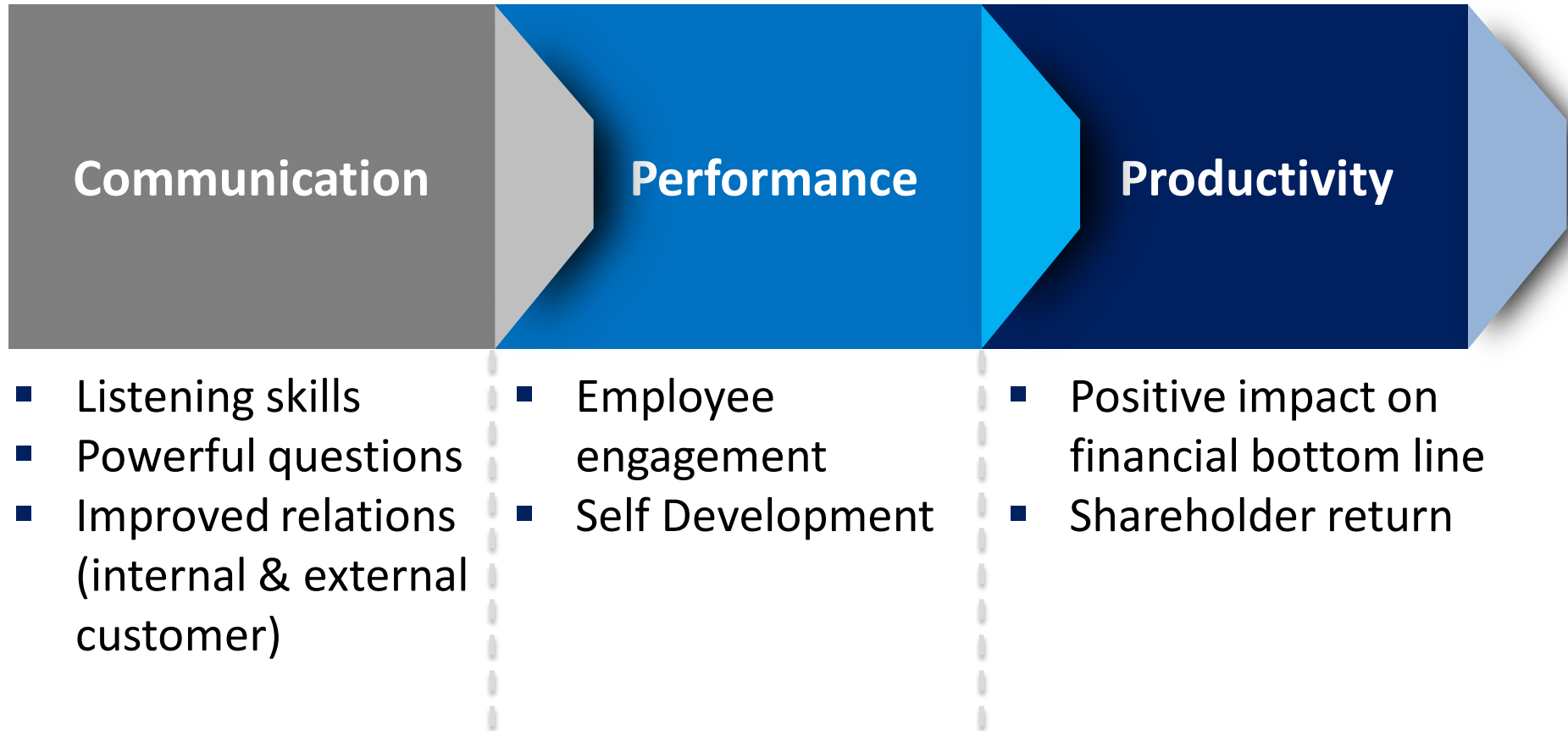


Turn insights and awareness into action



Insights (strengths, development opportunities, impact on others)

Coaching Benefits in Business



Link Between Coaching and Change

Change Management Initiative

- Post-merger integration
- Product improvement
- Industry change
- New customer demands

*Two-Way
Dialogue*



Leadership Coaching

- Behavioral mechanism
- Validate and install change
- Personal development linked to corporate vision/agenda

How Does Coaching Work?

- **Build a positive platform**
 - **Agree on outcomes**
 - **Pass ownership to leader**
- **Be authentic**
- **Be curious – beginners mind**
- **Listen without reservation**
- **Ask great questions**
- **Convert to action**



Effective Change Coaching



Change Management Coaching Flow

Facilitate movement from changes in feelings and emotions to changes in thinking and attitudes to specific behavior changes



Facilitate leader identify thoughts and emotions with regard to change

Co-create vision for them to connect personal goals to organization goals

Co-design possible pathways and actions to take to make this a reality

Get commitment on intentions and actions with dates and times

Clarifying Changes

Checking Alignment

Rethinking Roles

Supporting Change

3-Brain Coaching Approach

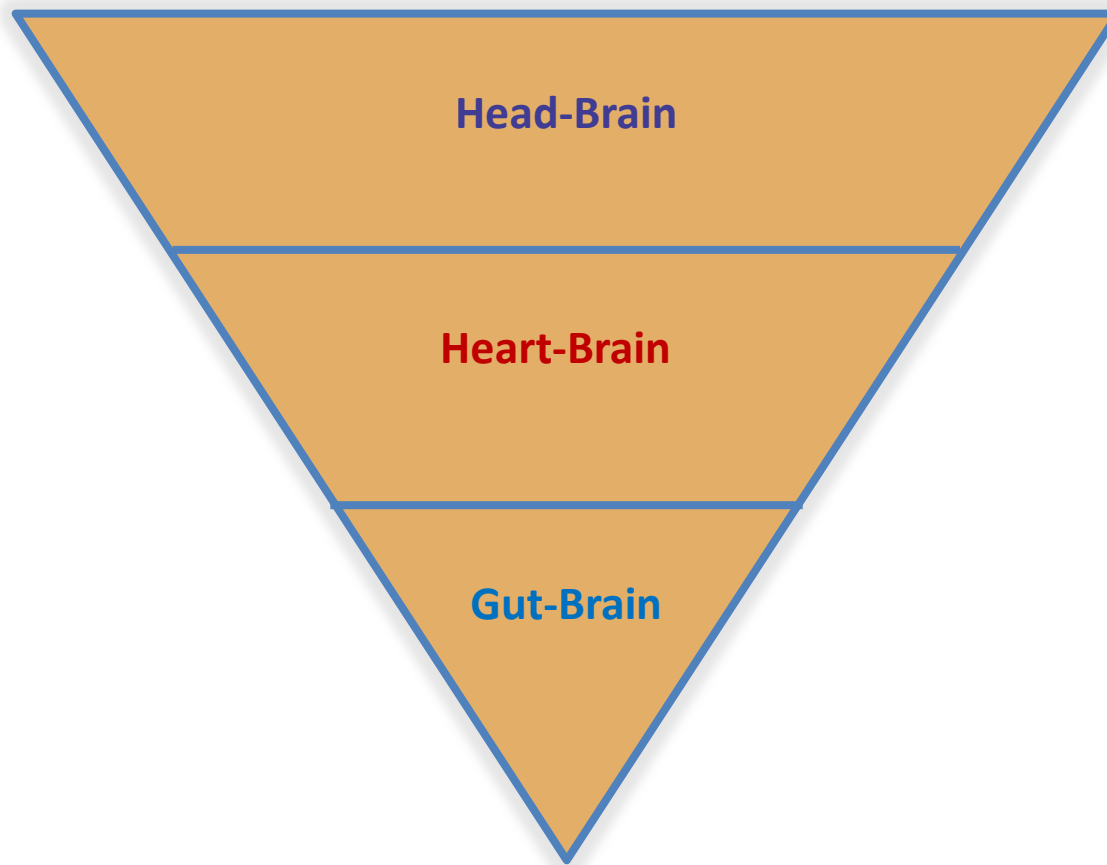
Addresses feelings and emotions, thinking and attitudes to behavior changes



Goal is to integrate right mix of behaviors from three brains working together

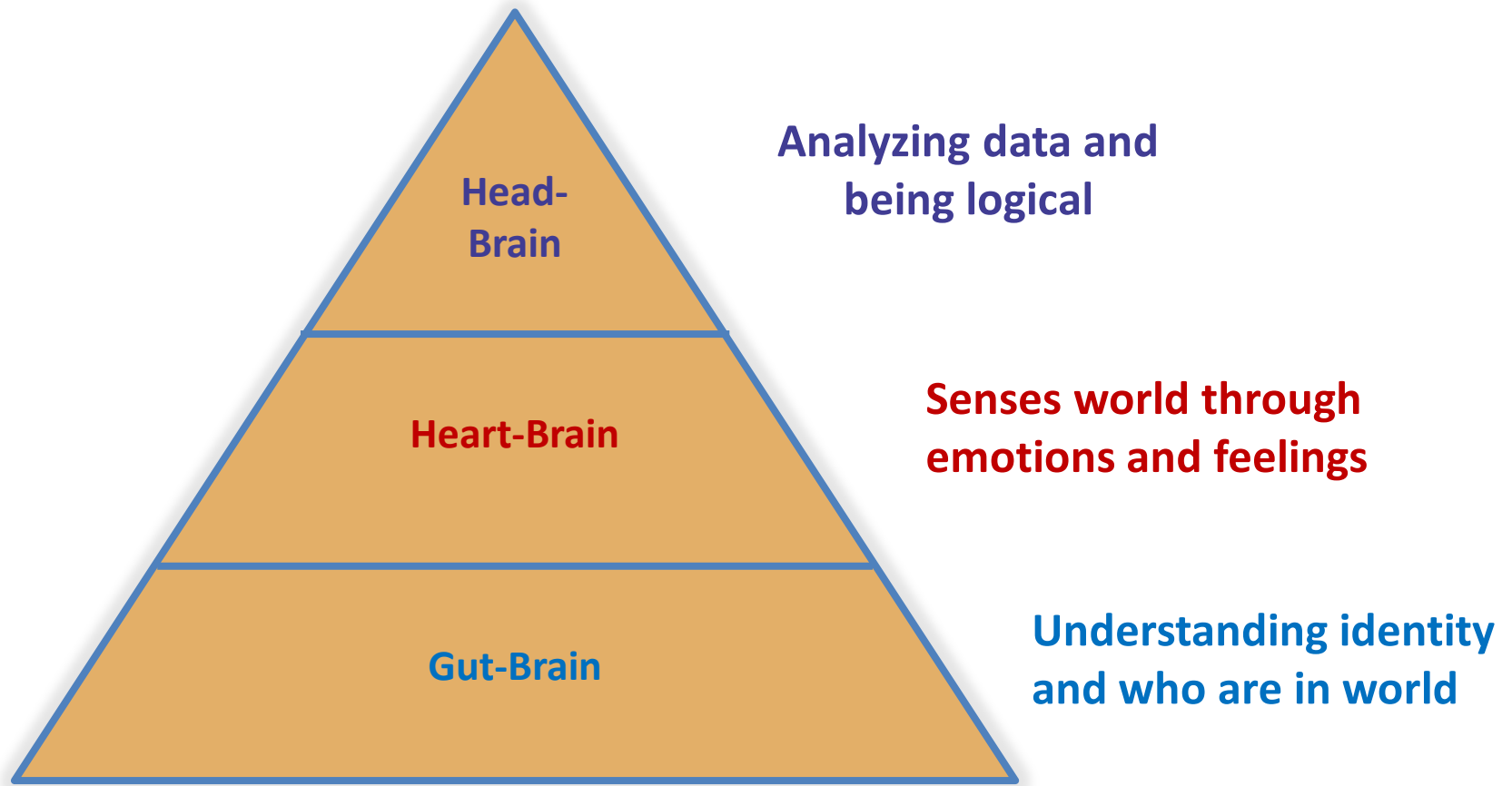
Relationship of Our Brains

Taylor, M. C. (2012). "Accessing the Wisdom of Your Body: Balancing the Three Brains."



Brain Competencies

Taylor, M. C. (2012). "Accessing the Wisdom of Your Body: Balancing the Three Brains."



Coaching Head, Heart, and Gut Brains

Gut	Heart	Head
Courage	Compassion	Creativity
Core identity	Emotional processing	Cognitive perception
Self-preservation	Values, priorities	Thinking, reasoning
Impulse for action	Connection with others	Making meaning

Brain Overdrive

Gut

- Reactive
- Impulsive
- Action oriented
- Useful in emergency



Stebbins, G. (2013). "Letting Wisdom Lead: Are You Leading With Your Heart and Your Gut?"

Brain Overdrive

Heart

- Concerned with
 - Self-image
 - Impact on others
 - Lives of others
- Waiting, hoping, and dreaming
- Show emotions too obviously or readily



Stebbins, G. (2013). "Letting Wisdom Lead: Are You Leading With Your Heart and Your Gut?"

Brain Overdrive

Head

- Plan and prepare
- What could go wrong
- Too much visioning
- Try to do it all
- Cold, impersonal, and calculating



Stebbins, G. (2013). "Letting Wisdom Lead: Are You Leading With Your Heart and Your Gut?"

**Are you strong in all
three brains?**

Exercise

3-Brain Coaching Approach

- Quick awareness intervention
- Used by anyone
- Effective in getting
 - People into communication with their three brains
 - Alignment around a particular issue
 - Brains functioning at their highest expression



The Bottom-Line...

Number one obstacle to success for major change projects is employee resistance and ineffective management of people side of change.

Coaching is behavioral intervention that can reduce resistance to change and reinforce 'urgent case for change' by linking personal development to change vision/agenda.

In Conclusion...

Coaching facilitates transformation at a personal level...

...and without transformation change cannot occur successfully.



Remember!