



UNSHAKEABLE

COACHING

**Coaching at a higher level for
resilience
and
empowerment**

Where are your Leaders on the Unshakeable Scale?

	STATE	% OF TIME AFFECTED BY PRICKLY PEARS
EMPOWERED	Unshakeable	0 - 20%
	Strong	20 - 40%
	Stable	40 - 60%
DIS-EMPOWERED	Stressed	60 - 80%
	Shakeable	80 - 100%

What is an Unshakeable Leader?

- Unshakeable Leaders courageously tackle difficult issues.
- Unshakeable Leaders can choose to be unaffected by other people.
- They have unconditional Self-Esteem.
- They are empowered to choose how they respond.
- They know how to support and inspire their staff to be Unshakeable.
- They are highly capable, optimistic, confident, innovative and engaged with staff.

What is a Shakeable Leader?

- Shakeable Leaders often avoid tackling difficult issues.
- Shakeable Leaders can be negatively affected by other people.
- Their Self-Esteem is caught up in their performance.
- They are dis-empowered and often blame others for how they respond.
- They don't have strategies for supporting or inspiring their staff to be Unshakeable.

Benefits of developing Unshakeable Leaders:

- Unshakeable Leaders know how to support their staff and make people the heart of the organisation.
- Unshakeable Leaders are more in control of how they feel at work.
- Unshakeable Leaders have the skills to manage their emotions.
- Unshakeable Leaders respond rather than react.
- Unshakeable Leaders have choice rather than constraint.
- Unshakeable Leaders look forward to work rather than dread it.

This means...

- Less stress claims
- Less absenteeism
- Less turnover

This means...

- Increased Customer Service
- Increased productivity
- Reduced staff costs

The program is about developing great teams with great leaders.

It's about helping your Leaders empower themselves so they can excel in the pressures of your workplace, so they don't go home mentally and emotionally drained.

They are *genuine, inclusive and courageous*.

It's about your Leaders empowering themselves so they can encourage their staff to be Unshakeable at Work.

Why Unshakeable Coaching for your organisation?

Unshakeable Coaching is one of three components of the Unshakeable Leaders program, designed specifically for Leaders where staff may experience abuse from members of the public.

Coaching is now seen by many government senior managers as one of the more effective ways to develop emotional and social effectiveness skills as well as leadership (Salmon, personal communication, 2007).

http://www.spenserandassociates.com/documents/other/Coaching_in_Government.pdf

The Unshakeable Coaching Framework, helps Leaders develop performance and talent by engaging with their staff, developing their potential, building their passion and purpose, holding them accountable, and engaging them in their own development both personally and professionally.

A *solutions* focused coaching approach for Leaders to understand:

- How to ask questions to create more precise and fuller communication.
- How to use Meta-Questions for expanding awareness.
- The three essential coaching skills of Supporting, Listening and Questioning.



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Common Coaching Themes Identified

Summary of Coaching Topics raised by Staff (based on over 1000 hours coaching / training with Sue Anderson):

Empowerment:

- Feeling unheard / powerless
- Feeling judged
- Wanting to increase confidence in themselves as Leaders
- Feeling walked over by others
- Lack of self-awareness
- Lack of confidence in decision making

Understanding others:

- Working with / Managing Large personalities (Prickly Pears)
- How can I help my team get along?
- I want to know how to understand my team
- How do I motivate my team?
- How do I better connect / communicate / engage with my staff?
- Giving feedback / receiving feedback and not taking it personally
- How to deal with complaining staff?

Understanding Emotions:

- Anger about perceived unfairness
- All or Nothing Thinking and Discounting thinking styles
- How do I respond when staff take feedback personally?
- Feeling Trusted / lack of trust /lack of respect
- Stressed /not coping / not sleeping / not wanting to come to work
- Managing emotions of self and others

What is different about the Unshakeable Coaching Framework?

Unlike some coach training that is complicated and hard to apply in the 'real' workplace, Unshakeable Coaching is:

- Simple, practical, useable tools.
- Using Meta-Questioning skills to get to the heart of the conversations.
- Rapid Rapport skills to engage with staff quickly and effortlessly.
- Benchmarking.
- Solutions focused – takes REAL examples and provides tools and approaches that Leaders can use.

Unshakeable Coaching takes the International Coaching Federation Framework Core Competencies and:

1. Pulls the most useful and practical tools that a leader needs in the real workplace.
2. Simplifies tools into bite-sized chunks usable for Leaders.
3. Layers coaching skills with the Unshakeable concepts (Empowerment and Resilience).

Unshakeable Coaching Frameworks

Neuro-Semantics – developed by Dr. Michael and Bob Bodenhamer

Meta-Coaching – developed by Dr. L. Michael Hall and Michelle Duval

Neuro-Linguistic Programming (NLP) – John Grinder & Richard Bandler

Unbullyable – developed by Sue Anderson

Growth Mindset – developed by Professor Carol Dweck

Unshakeable Coaching Models

The following five Models form the basis of Unshakeable Coaching Framework. Participants can use these models to quickly identify where they are in the coaching process.

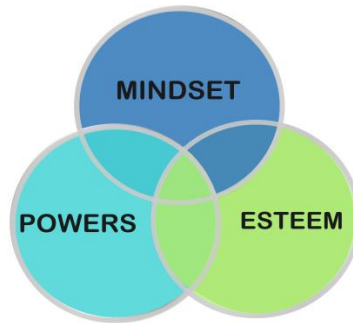
1. Unshakeable Leaders



2. Unshakeable Ladder

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3. The Unshakeable Formula



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4. Triple A Model of Unshakeable Coaching



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5. Unshakeable Core Skills Model



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Why Benchmark?

The Benchmarking of Unshakeable Coaching Skills allows participants to identify where their skill development level is at, and what to do to take their skills to the next level.

Future Possibility

Trained 'Benchmarkers' Leaders giving others feedback on their coaching skills.

Proposed Content of Unshakeable Coaching

1. Coaching Clarified
2. Unshakeable Scale
3. Creating your best State for Coaching
4. Pre-framing Coaching
5. Three Core Coaching Skills
6. Coaching Skill: Supporting
7. Coaching Skill: Listening
8. Coaching Skills: Questioning
9. Triple A Coaching Model
10. Benchmarks: Unshakeable Coaching Skills

About Sue Anderson

Sue Anderson works in the field of Emotional Intelligence and Resilience. Her specialty is helping people develop mental toughness so they can excel (not handle) in the pressures of the modern workplace. A highly sought-after coach, mentor, trainer, author and speaker, Sue Anderson works with organisations and businesses to develop highly functional and productive workplaces, with confident, resilient and motivated employees.

As a Thought Leader in the areas of resilience building in the workplace, Sue utilises her cutting edge methodology to help individuals and teams move from a place of fear and dysfunction to a highly engaged, confident workforce. By integrating and refining areas including communication, motivation, beliefs and emotion, Sue's programs empower employees, enabling ongoing positive human interaction in the workplace and beyond.

With qualifications in psychology, management, quality assurance, training and coaching, Sue's unique approach is accessible, fun and builds capability. Sue passionately believes that developing resilient and **Unshakeable Leaders** is critical to improving everyone's wellbeing and quality of life.



Benchmarks: Core Unshakeable Coaching Skill: Supporting

Providing a sense of safety to the other person through questioning, listening, caring, and celebrating. Building trust in the person through managing the conversation.

3. Mastery	Pacing 70-100% of the time <ul style="list-style-type: none">• Actively present the majority of the time.• Responding and asking about the other person's emotions.• Respectfully exploring.• Celebrating, Cheer Leading.• Pacing Thinking Styles.
2. Developing Skill	Pacing 30-70% of the time <ul style="list-style-type: none">• Actively present most of the time.• Matching other person's posture, breathing & words.• Using acknowledgements like 'that must be hard for you'.• Use words that encourage the other person to continue e.g. 'Ok', 'I'm here for you'.
1. Low Skill	Pacing 0-30% of the time <ul style="list-style-type: none">• Impatience.• Fiddling.• Changing the subject.• Firing off questions quickly.• Making statements of judgment, blame and mind-reading.• Not following up statements expressing emotion.

Benchmarks: Core Unshakeable Coaching Skill: Listening

Listening is attending to the other person and paying attention to the key elements in the person's communication.

3. Mastery	Speaking less than 30% of the time <ul style="list-style-type: none">• Using other person's precise words.• Turning body to face the other person.• Maintaining eye contact.• Nodding, using encouragers.• Tracking content.• Asking about what is not being said.• Asking questions for greater self-awareness.• Comfortably using silences.
2. Developing Skill	Speaking 30-70% of the time <ul style="list-style-type: none">• Mostly turning body to face the other person.• Maintaining eye contact most of the time.• Nodding, using encouragers.• Tracking content.• Asking about what is not being said some of the time.• Asking questions for greater understanding of meaning.• Using silence some of the time.
1. Low Skill	Speaking 70-100% of the time <ul style="list-style-type: none">• Little asking, mostly telling.• Making some eye contact.• Some correcting and mind reading.• Partially tracking the content.• Partially pacing.• Some judging.• Filling silences by talking.

Benchmarks: Core Unshakeable Coaching Skill: Questioning

Asking the other person to reflect inwardly to respond with ideas, answers, resources and solutions by asking about their beliefs.

<p>3. Mastery</p>	<p>Asking Meta Questions more than 70% of the time</p> <ul style="list-style-type: none"> • Asking about the person's beliefs and higher meanings, rather than the content. • Using Meta Questions to invite higher awareness in the other person, 'What do you believe about that? What does that mean to you?' • Asking about a new awareness, 'What do you now realise? What has opened up for you?' • Asking about what the person wants, being solution focused. • Asking about moving forward with solutions. • Asking the person what actions they will now take.
<p>2. Developing Skill</p>	<p>Asking Meta Questions 30-70% of the time</p> <ul style="list-style-type: none"> • Asking mostly open-ended questions. • Asking some clarification questions. • At times getting drawn into the content of the story rather than the meanings and beliefs. • Asking mostly solution-focused questions.
<p>1. Low Skill</p>	<p>Asking Meta Questions 0-30% of the time</p> <ul style="list-style-type: none"> • Asking closed questions. • Asking irrelevant questions. • Asking leading questions. • Asking about, and getting drawn into the content of the story. • Asking questions that are delivered in a clumsy, dis-jointed manner. • Asking about the past. • Asking 'Why' questions.