
MSL 665

Coaching & Conflict Resolution
Belhaven University

Unit 5

Inevitable Change

Unit 5 Introduction

Unit Five of Coaching & Conflict Resolution asks students to look at the often innate pushback against change. The effective coach must help clients through this condition so they may fully actualize their dreams and goals.

Unit 5 Topics

- Behavioral Change
 - The Mount Lasting Change Model
 - Assessments
 - Uncovering Motivation
-

Unit 5 Objectives

Course Level Competencies

- **Objective 1.2:** Evaluate and research performance problems and make recommendations for change.
 - **Objective 4.1:** Articulate and evaluate effectiveness of coaching practices in motivating others.
 - **Objective 4.2:** Apply methods for identifying perceptions, emotions, and non-verbal communication in the workplace.
 - **Objective 5.1:** Demonstrate professional conduct in oral communication, written communication, presentation skills, and punctuality.
-

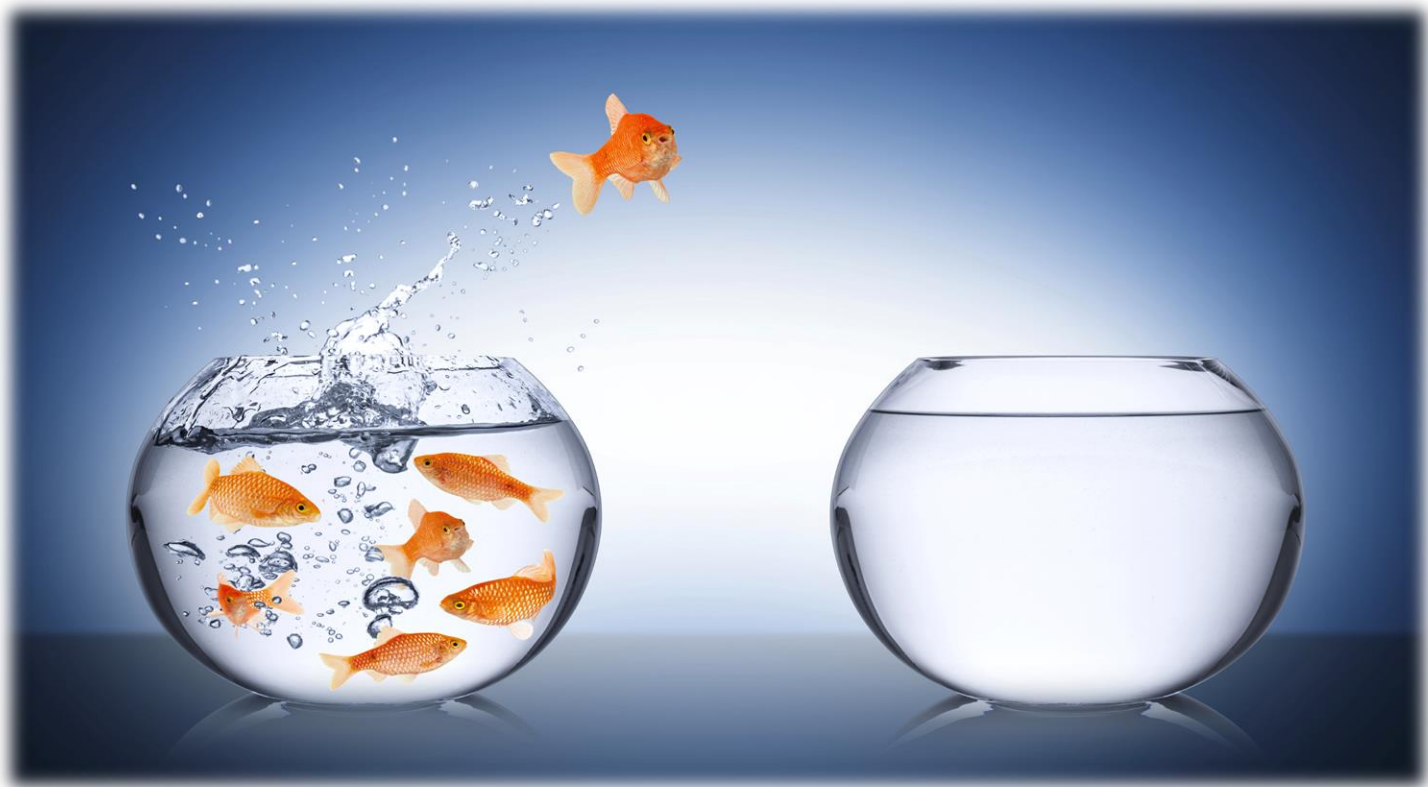
MSL 665

Coaching & Conflict Resolution
Belhaven University

Unit 5.1 Lecture

- ❑ Behavioral Change
- ❑ The Mount Lasting Change Model

Coaching & Conflict Resolution



Why do we hate to change?

Coaching & Conflict Resolution

Introduction to Change of Mindset and Behavior

A primary goal of coaching is to facilitate a client's self-determined change, growth, and performance. In the health and wellness arenas, coaches and clients are particularly concerned with mindset and behavioral changes that support a higher level of health and well-being.

Coaching & Conflict Resolution

Transtheoretical Model of Change

- This model is a blueprint for effecting self-change in health behaviors and can be readily applied in health and wellness coaching as well as other coaching domains (Prochaska, Norcross, & DiClemente, 1994).
- The TTM provides coaches with an understanding of how and when new behaviors can be adopted and sustained and why clients may struggle, fail, or quit.

Coaching & Conflict Resolution

TTM, cont.

Research has shown that self-change is a staged process in which one moves from not thinking about changing a behavior to thinking about it, planning for the change before actually starting the new behavior.

Coaching & Conflict Resolution

Stages of Change and Effective Coaching Skills for Each

The five stages of change are:

- **1.** Precontemplation (not ready for change)
 - **2.** Contemplation (thinking about change)
 - **3.** Preparation (preparing for action)
 - **4.** Action (taking action)
 - **5.** Maintenance (maintaining a positive behavior)
 - It is important to note that a client is not a stage but rather a client is in a particular stage related to a particular behavior or domain of change such as nutrition or physical activity.
-

Coaching & Conflict Resolution

The five stages of change are illustrated in **Figure 7.1**; you can see that lapses and relapses are a normal part of the change process.



Coaching & Conflict Resolution

So with MI discussed in week four and now behavior change this week.....

Begin to think of someone in your life who has struggled with behavioral change. As a servant leader, how can you coach them?

Coaching & Conflict Resolution

Table 7.1: Coaching Skills for Behavior Change

This is a helpful tool in the Moore (2016) text that will provide you with various stages, skills to use, and explanations. This will be helpful as you put your serving and leading skills to the test.

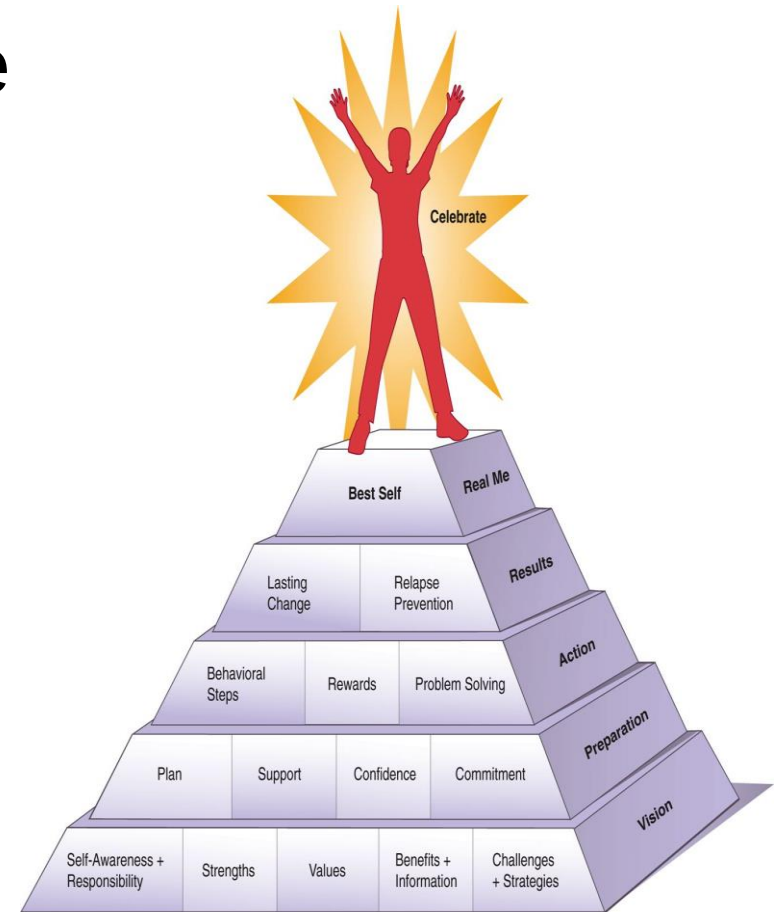
Table 7.1: Coaching Skills for Behavior Change

Stage	Skills to Use	Explanation
Precontemplation: I won't	Listening Compassion Mindfulness Inquiry Reflections Autonomy Reframing Sharing Brainstorming AI and MI	We've all been there, and the client needs to know we understand their needs, emotions, and circumstances. This is not the time to judge but to empathize. Compassion, "to suffer with," is the operative word. Accepting people right where they are without lecturing them about where they ought to be will build the trust and intimacy so necessary to being a catalyst for change. (See ICF Core Competencies 3 and 4.) The <i>I won'ts</i> need to bolster their appreciation of the pros.
I can't	Listening Compassion	<i>I can'ts</i> need to bolster their confidence for overcoming the cons. We can also offer to help them sort through their barriers.

Coaching & Conflict Resolution

The Mount Lasting Change Model

This behavior change pyramid provides a guide to what it takes to make lasting changes in mindset, behavior, self-awareness, and self-image (Fig.7.2)



Coaching & Conflict Resolution

The Mount Lasting Change Model

The Mount Lasting Change pyramid can be applied to any area of performance in life and work. One can use the pyramid for single behaviors (e.g., three 30-minute walks per week) or groups of related behaviors (e.g., stop eating fast food for lunch, take 15-minute breaks at work and walk).

Here are three of the levels in greater detail....

Coaching & Conflict Resolution

Vision Level

The bottom “vision level” of the pyramid is the foundation for change. It is essential not to rush through this level. Revisiting and reinforcing the vision building blocks along the way breathes life and inspiration into the change process.

The levels associated with helping someone with his or her Vision....

Coaching & Conflict Resolution

Self-Awareness and Responsibility

Developing mindfulness and self-awareness of where the client stands with all of the building blocks is an ever-present theme. Taking charge and personal responsibility for change is the call to action, activating autonomy and self-determination. People choose to make specific changes at specific times and for specific reasons when they are ready, willing, and able.

Coaching & Conflict Resolution

Strengths

The change process is much more likely to succeed if clients identify and stay connected to the strengths and abilities that have proven successful in other parts of their lives. Building on what's working now is a key coaching approach.

Coaching & Conflict Resolution

Values

This building block is at the center of the foundation because it represents both the higher purpose and deeper meaning for the change.

One's values, when clearly articulated and kept in view, are what keep them going in the face of big and small challenges. Coaches can assist clients in recognizing that setting boundaries to support self-care undergirds being one's best in life and work.

Coaching & Conflict Resolution

Preparation Level

This next level addresses the preparation needed to make behavioral change.

The levels associated with helping someone with his or her Preparation....

Coaching & Conflict Resolution

Confidence

Before proceeding and while on the change path, it is vitally important to have a moderate to high level of confidence in one's ability to be successful. One of the most important goals of the behavior change process is self-efficacy. One must have the confidence that he or she has the ability to initiate and sustain a desired behavior, even in the face of challenges.

Coaching & Conflict Resolution

Commitment

When an oral or written commitment is made to another person—a family member, friend, colleague, physician, or coach—to establish a new habit, the probability of success is increased.

Coaching & Conflict Resolution

Support

Making changes can be tough and having support from family, friends, or colleagues who can help us work through the change process, stay on track, and provide positive feedback, is extremely valuable. Clients appreciate and experience more success when they have support for their autonomously selected goals.

Coaching & Conflict Resolution

Plan

The details are crucial. Developing and updating a detailed plan describing scheduling and preparation, as well as clearly defining the behavioral goal (what, when, and how), is an important activity. Tracking performance is also important—using journals or logs, for example, to record how we eat, exercise, and relax.

Coaching & Conflict Resolution

Action Level

The last level covered is how one develops an action plan towards change.

The levels associated with helping someone with his or her Action....

Coaching & Conflict Resolution

Behavioral Steps

Choosing, refining, and committing to specific behavioral goals which are realistic while challenging is the all-important “doing” part of behavior change. Committing to the mastery of a new behavior in three months or so, and then maintaining it for a further three to six months, reaching high self-efficacy, is a good target for change. The goal should be specific and measurable.

Coaching & Conflict Resolution

Problem Solving

Although challenges and strategies are addressed on the vision level as part of the foundation for change, clients inevitably encounter challenges and setbacks along the way to reaching and mastering their behavioral goals. Coaches can assist clients in viewing such times in a positive light as opportunities to learn and grow.

Coaching & Conflict Resolution

Rewards

To reinforce a client's motivation and confidence, it is important to experience quick “wins,” to enjoy extrinsic rewards, and to savor the intrinsic value of behavioral changes. Clients generally start to feel better when they start to see results. They need to mindfully observe, enjoy, and celebrate such rewards to fully engage with and sustain the change process.

Coaching & Conflict Resolution

- Ending 5.1 and getting into 5.2
 - Assessments
 - Uncovering Motivation

MSL 665

Coaching & Conflict Resolution
Belhaven University

Unit 5.2 Lecture

- ❑ Assessments
- ❑ Uncovering Motivation

Coaching & Conflict Resolution

In week four you took a conflict assessment. Assessments can be beneficial as they provide insight into where the client or coworker is. The DISC, presented in past lectures, is another example of an assessment someone can use when coaching.



Coaching & Conflict Resolution

Why use an assessment?

Assessments stimulate reflection and self-awareness. Assessments can be helpful at the beginning of a coaching relationship because they not only inform coaches, they also help clients gain self-awareness, insights, and a sense of their priorities for a coaching program. Assessments are also efficient because precious coaching time isn't used to gather a lot of data; that can feel like an interrogation.

Coaching & Conflict Resolution

Benefits of having clients complete an assessment include the following:

- **1. Trust and rapport:** When building trust with a new client, an online or paper assessment provides him or her with a safe space in which to first tell his or her “story.”
 - **2. Honoring personality preferences:** Clients with a preference for introversion will tend to be more comfortable communicating personal information in writing, at least initially, than those with a more extroverted preference.
-

Coaching & Conflict Resolution

- **3.** The written word: There is power in providing clients with an opportunity to see a qualitative and quantitative summary of their state of well-being. For the same reasons that writing down goals is important, seeing the information collectively can be both affirming and a powerful motivator for action.
 - **4.** Developing discrepancy: An assessment can help a client more clearly see the difference between where they are and where they are not in terms of behaviors and outcomes.
-

Coaching & Conflict Resolution

Assessments are invaluable to coaches in the health and wellness fields because they can provide the following:

1. An overall picture of the client's present state of being including physical health, lifestyle habits, strengths, life satisfaction, and readiness to make changes.
 2. A snapshot to better understand and appreciate the client's life context; the coaching questions and approach for a client who has significant health issues such as obesity, hypertension, back injury, or cancer is different than the approach for a highly motivated, fit client.
-

Coaching & Conflict Resolution

Assessment, cont.

3. Awareness of situations, such as a major loss or recent diagnosis.
 4. Early indication of the client's strengths and healthy habits as well as health risks and areas of challenge.
 5. Identification of red flags related to physical health issues (e.g., medical care gaps, injury, or contraindications to exercise) or mental health issues (depression or other mental health concerns) for which a referral may be important or even critical.
-

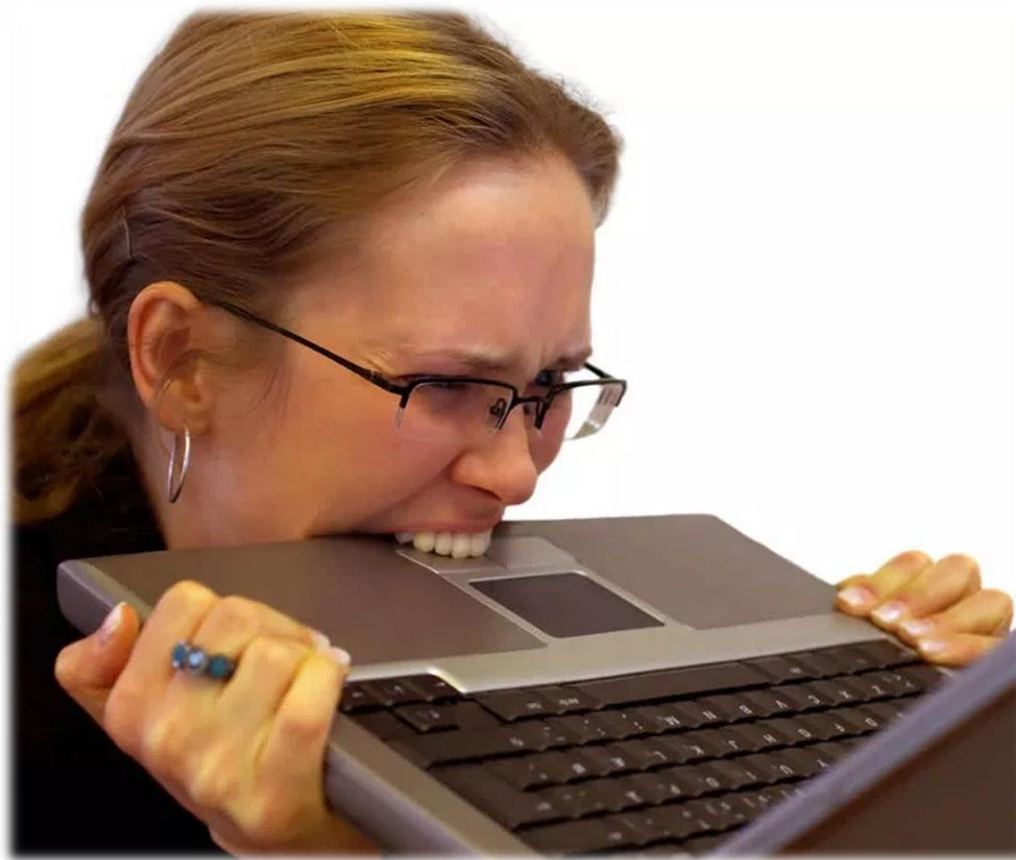
Coaching & Conflict Resolution

Assessments for Coaching

There are many assessments that coaches use, initially or during the coaching relationship, to support the client in creating greater self-awareness as well as a vision and goals. The following list includes assessments or assessment methodologies that coaches in a variety of domains find helpful in their work with clients.

Coaching & Conflict Resolution

I get it. Assessments can be intimidating.



Coaching & Conflict Resolution

Moore (2016) discusses several assessments you can use when coaching. Here are just a few:

- *The Quality of Life Inventory*: This is a brief but comprehensive assessment that provides a profile of strengths and problems in 16 areas of life, such as love, work, health, and play. It is available through Pearson Assessments (Frisch, 1994).
-

Coaching & Conflict Resolution

- *DISC*: Dominance, influence, steadiness, and compliance are examined in this four-quadrant behavioral model that examines the behavior of individuals in their environment or within a specific situation. DISC looks at behavioral styles and preferences (Clarke, 1976).
- *Myers Briggs Type Indicator*: One of the most widely used and highly respected measures of personality preferences; it identifies individual preferences in terms of four pairs of preferences: extroversion–introversion, sensing–intuition, thinking–feeling, and judging–perceiving (Myers & Briggs, 1975).

Coaching & Conflict Resolution

Explore Assessment Results

A protocol for the appreciative review and exploration of client assessments is what we want to go over. Although this protocol was developed for the review of wellness, the principles are relevant to other assessments too. This can be applied to coworkers and family.

Some of the areas we want to focus on are...

Coaching & Conflict Resolution

Read with an Open Mind

Prior to the first coaching session, take time to carefully review the client's completed assessment. In reviewing, the goal is not to evaluate but to consider the responses with curiosity, keeping in mind that an assessment provides only a partial story. Open-minded curiosity will enable the coach to ask better questions during the assessment review.

Coaching & Conflict Resolution

Seek out Success

It is tempting to begin an assessment review with a search for all of the “problems” or areas to “fix.” Drawing on the lessons from the disciplines of appreciative inquiry and positive psychology consider the following: If the coach begins the initial review of the client’s information with a focus on what’s “wrong,” an assessment is more likely to support that tendency within coaching relationships. Starting with the assumption that all clients can tap into capacities and leverage strengths for positive change will enable the coach to better support clients in the building of self-efficacy.

Coaching & Conflict Resolution

Notice the Client's Arousal

The next task in reviewing a client's assessment is to look for the areas in which the client is feeling an emotional charge, either positive or negative. Look for places in which the client indicates there is a concentrated energy, such as in his or her priorities for change and the importance he or she assigns to each.

Coaching & Conflict Resolution

Establish Trust and Rapport

It is crucial to establish trust and rapport with clients at the outset of every coaching session; that is especially true at the outset of the first coaching session. Coach and client may be unknown to each other apart from information exchanged ahead of time, so it is essential for coaches to put clients at ease and to bring them into their confidence through the following:

Coaching & Conflict Resolution

- Holding clients in positive regard.
 - Expressing empathy.
 - Slowing down.
 - Listening with full attention.
 - Allowing clients to formulate and find their own answers.
 - Honestly sharing observations.
 - Under-promising and over-delivering.
 - Being humble in sharing information and advice.
 - Honoring confidentiality.
-

Coaching & Conflict Resolution

Finally - Uncover Motivation

The coach begins by thanking the client for completing the assessment(s) and gets a sense of the client's experience and learning from assessments. Ask the client to share any feelings, issues, or questions he or she may have in the wake of the assessment(s). Pay attention to the emotional charge as well as to the underlying needs so that you can offer an empathetic reflection in reply. It is important that the client feels heard and respected on an emotional level before moving on.

What's next?

- Complete reading assignments.
 - Complete writing assignments.
 - Answer discussion questions.
 - Complete unit quiz.
 - Prepare for the Zoom session next week.
-

References

- Clarke, W. (1976). DISC. Minneapolis, MN: Inscape Publishing. Retrieved April 27, 2015 from <https://www.discprofile.com/what-is-disc/history-of-disc/>
- Frisch, M. B. (1994). Quality of life inventory manual and treatment guide. Minneapolis, MN: NCS Pearson and Pearson Assessments.
- Moore, M., Jackson, E., Moran-Tschannen, B. (2016). *Coaching psychology manual* (2nd ed.). New York: Wolters-Kluwer.
- Myers, I., & Briggs, K. (1975). Myers Briggs type inventory. Mountain View, CA: CPP.
- Prochaska, J. O., Norcross, J. C., & DiClemente, C. C. (1994). Changing for good: A revolutionary program that explains the six stages of change and teaches you how to free yourself from bad habits. New York: Harper Collins.
-

Image References

Conducting rural health research, needs assessment, and program evaluation.
(n.d.). Retrieved from <https://www.ruralhealthinfo.org/assets/1102-4300/research-assessment-evaluation-fb.jpg>

Frustrated writer. (2011). Retrieved from
<https://authorvictoriabarrow.wordpress.com/2013/01/25/freaking-out-moment-394938132/>

Image. (2015). Retrieved from <https://7geese.com/change-management-stop-failing-to-change-part-2/>
