Coaching in Change and Uncertainty

Amanda Ono
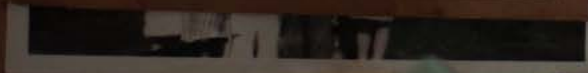VP Customer Experience and People & Culture

Agenda

1. Evolving the coaching mindset for change leadership

2. Motivating teams with empathy and emotional intelligence

3. Adapting leadership practices to align with a remote-work environment

4. Strategies for leaders to re-energize and engage in self-care

Shifting the Coaching Mindset
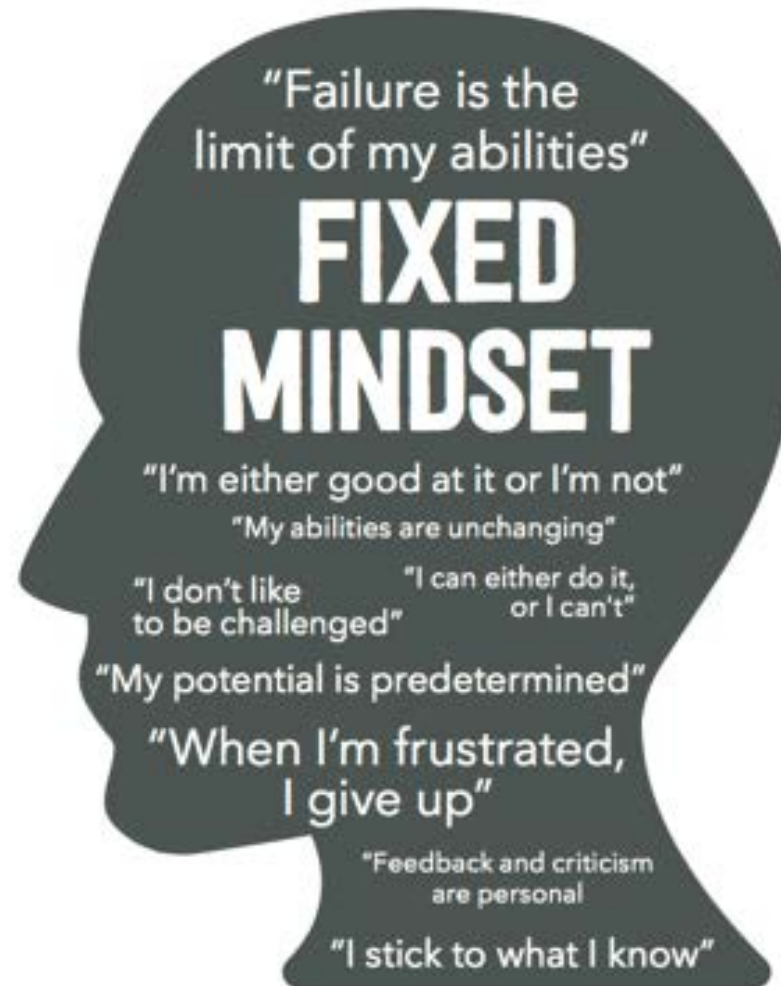
Shift from

OR → AND

01. **Shifting the Coaching Mindset**

- Remote workforce vs. displaced workforce

- Gut instinct vs. data

- Change management vs. change leadership

- Perceived protection vs. radical transparency

- Direction vs. empowerment

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Shifting the Coaching Mindset

"Failure is an opportunity to grow"
GROWTH MINDSET
"I can learn to do anything I want"
"Challenges help me to grow"
"My effort and attitude determine my abilities"
"Feedback is constructive"
"I am inspired by the success of others"
"I like to try new things"

"Failure is the limit of my abilities"
FIXED MINDSET
"I'm either good at it or I'm not"
"My abilities are unchanging"
"I don't like to be challenged"
"I can either do it, or I can't"
"My potential is predetermined"
"When I'm frustrated, I give up"
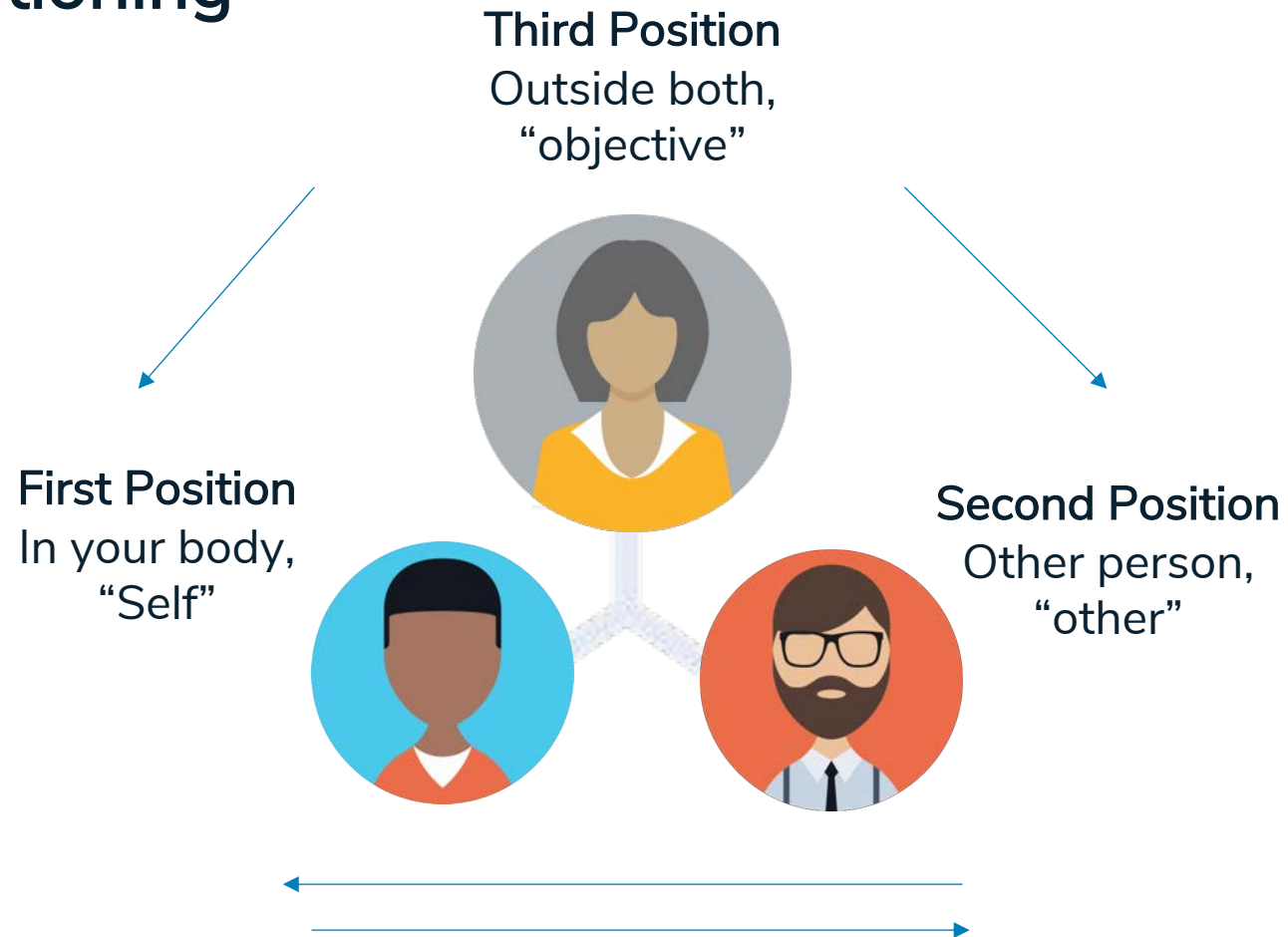"Feedback and criticism are personal"
"I stick to what I know"

02. Leading with Empathy & EQ

1. **Self-awareness:** what emotions are you currently experiencing?

2. **Self-management:** how are you managing emotions?

3. **Relationship awareness:** how do you recognize emotions in others? How do you interact with empathy?

4. **Relationship management:** how do you manage and influence others to achieve a positive result?
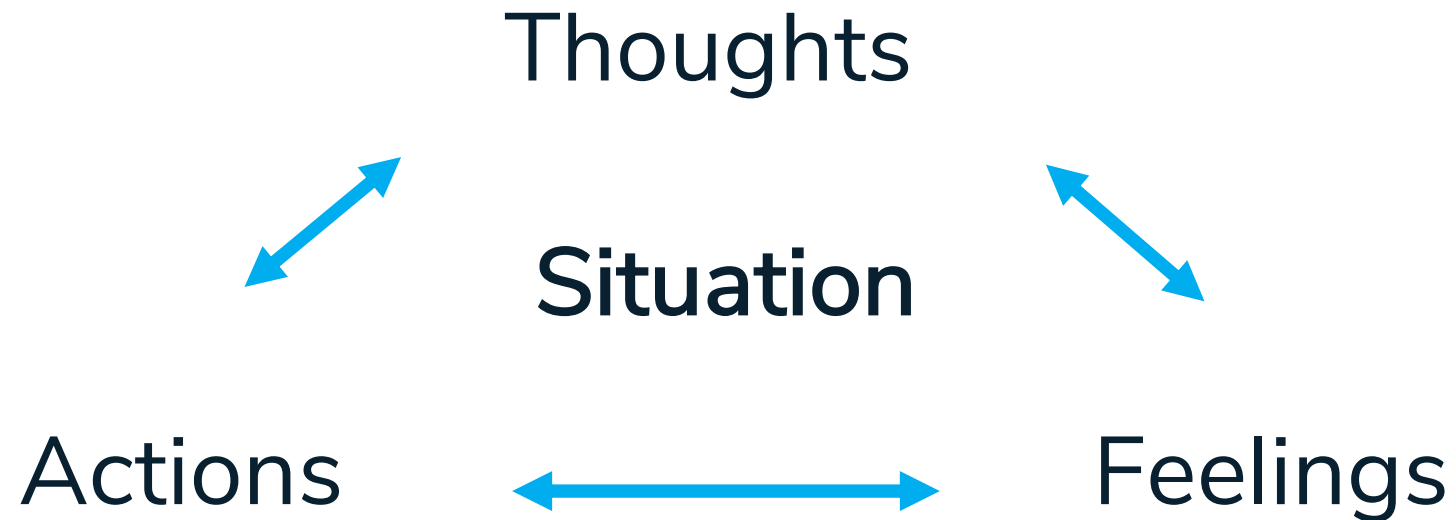
Leading with Empathy & EQ

Perceptual Positioning

Third Position
Outside both,
"objective"

First Position
In your body,
"Self"

Second Position
Other person,
"other"

Leading with Empathy & EQ

Re-frame your thoughts

Thoughts

Situation

Actions ⟷ Feelings

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Tactical Leadership Best Practices

- Listening Campaign

- Foster Virtual Collaboration

- Talent Management and Learning & Development

- Kudos Campaign

- Organizational Problem Solving

- Team Engagement

Coaching: fosters mutual accountability to results through discovery and feedback
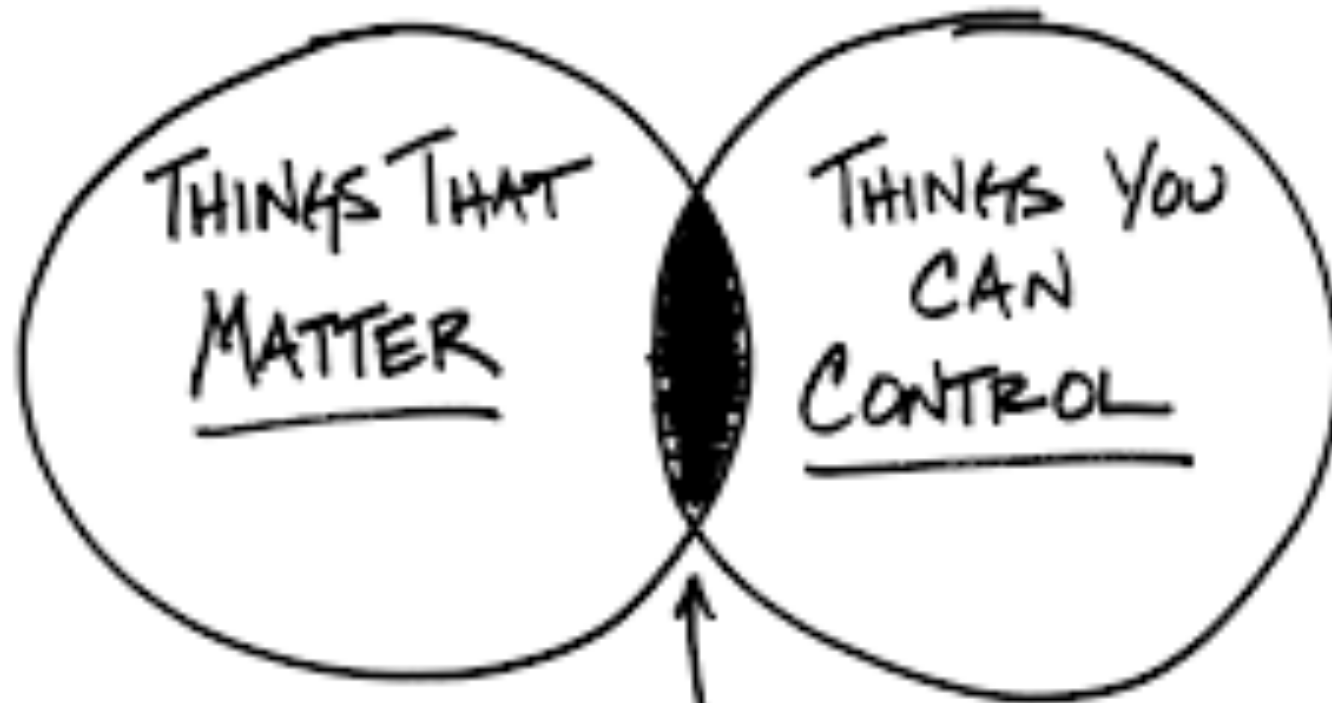
✓ **Praise:** help people know what success looks like so they can repeat the behaviour

✓ **Criticism:** help people know how to get better

03. Tactical Coaching Best Practices

- **Approach:** building trust, enabling strengths, removing obstacles
- Frequency
- Consistency
- Prepared agenda
- Presence
- Curiosity first
- Behaviour vs. person
- Mutual feedback

03. Tactical Coaching Best Practices

- "I hear you **BUT**, we need to fix it…"

- "I understand you're stressed, **AT LEAST** we still have jobs"…

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03. Tactical Coaching Best Practices

- "I understand this is a challenge, let's brainstorm some scenarios together"

- "What can I do to help?…"

- "How are we going to take care of this?…"

- "We see this differently, let's understand why…"

04. Self Care for Leaders

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**Set
Boundaries**

**Self-Care
Inventory**

**Role
Model**

Summary

- Evolving the coaching mindset for change leadership

- Motivating teams with empathy and emotional intelligence

- Adapting leadership practices to align with a remote-work environment

- Strategies for leaders to re-energize and engage in self-care

Navigate with humility, honesty and humanity

Thank You

Amanda Ono

VP Customer Experience and
People & Culture

Linkedin.com/amandaono
Twitter: @amandaono