



Coaching Skills for Improved Performance

by

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Starting Point



- Welcome
- Admin
- Objectives
- Roadmap

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Objectives

- Understand and improve Coaching skills
- How to help people identify and obtain their goals
- Learn characteristics of successful coaches
- Understand personality types and the successful interactions with other people
- Learn how NLP influences the ability to Coach
- Learn techniques and tools to enhance Coaching performance (including gap analysis)



Roadmap



- Reference Point – Greatest Coach?
- Coaching Vs. Managing
- The Role of Goal Setting
- Principles of Good Coaching
- Coaching for Improved Performance
- Understanding Personality Types



Credibility and Semantics



- Over 5,000 hours – CEOs, Business owners, CFOs, COOs
- Coach
- Mentor
- Manager

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Credibility and Semantics



- Over 5,000 hours – CEOs, Business owners, CFOs, COOs
- Coach - **ASKS**
- Mentor
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Credibility and Semantics



- Over 5,000 hours – CEOs, Business owners, CFOs, COOs
- Coach - **ASKS**
- Mentor - **SHOWS**
- Manager

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Credibility and Semantics



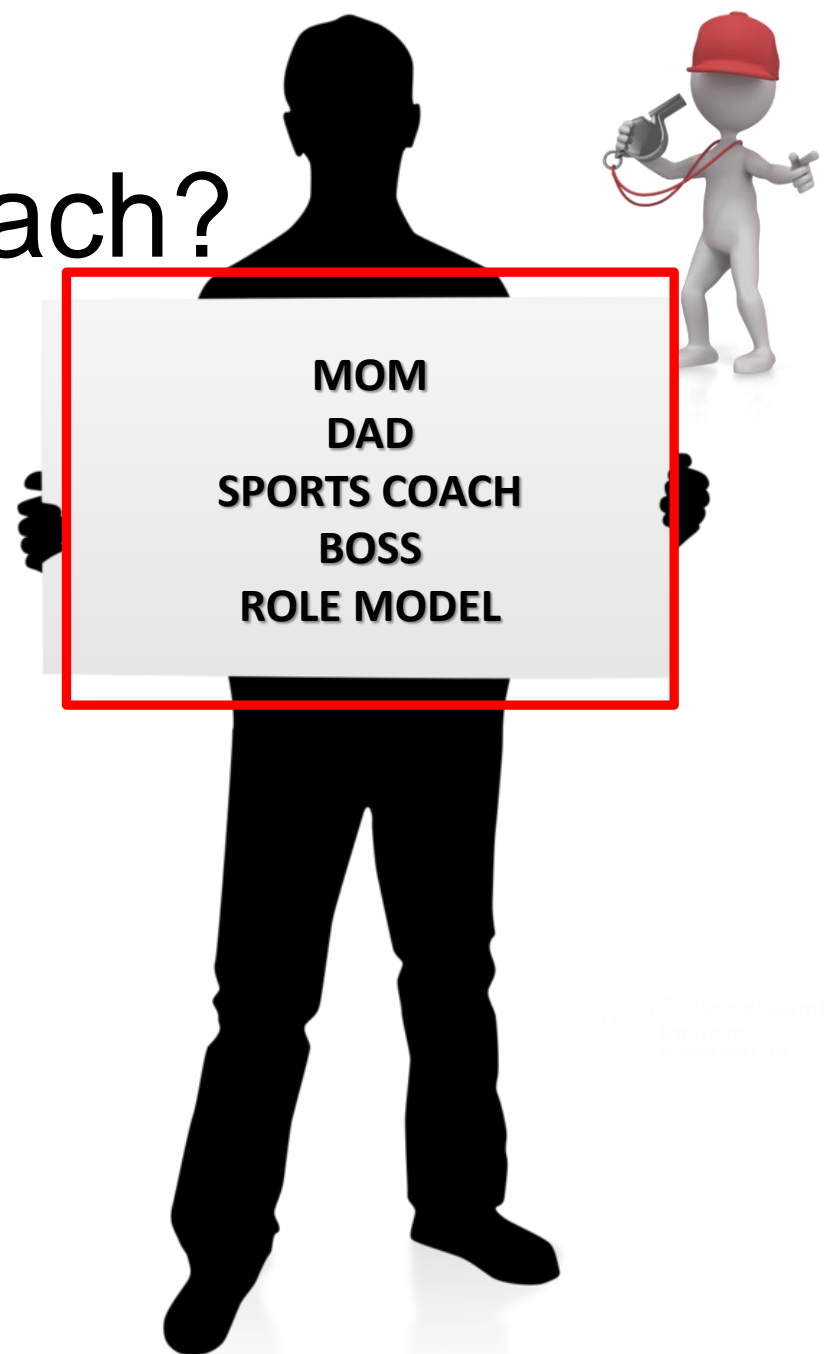
- Over 5,000 hours – CEOs, Business owners, CFOs, COOs
- Coach - **ASKS**
- Mentor - **SHOWS**
- Manager - **ALLOCATES**

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Your Greatest Coach?

- Mentally picture your best coach that you ever had what are some of the words that come to mind?



Ben Kozlik



- Ben R. Kozlik, age 88, of Edison Park, Marine Vet. WW II, survivor of Iwo Jima, beloved husband of Eleanor, loving father of James (Marian), Kenneth (Linda) and Nancy M. (Terry Moan); cherished grandfather of 4 and great-grandfather of 3. Ben was deeply loved by his family for his endless devotion. Ben was a true inspiration to all people during his lifetime.
- Ben was a former Physical Education teacher at McArthur Jr. High School in Prospect Heights. He coached youth baseball in Edison Park for several years.

Ben played baseball for the University of Notre Dame and played for the Chicago Cubs in their Minor League System.





Sherpa Survey

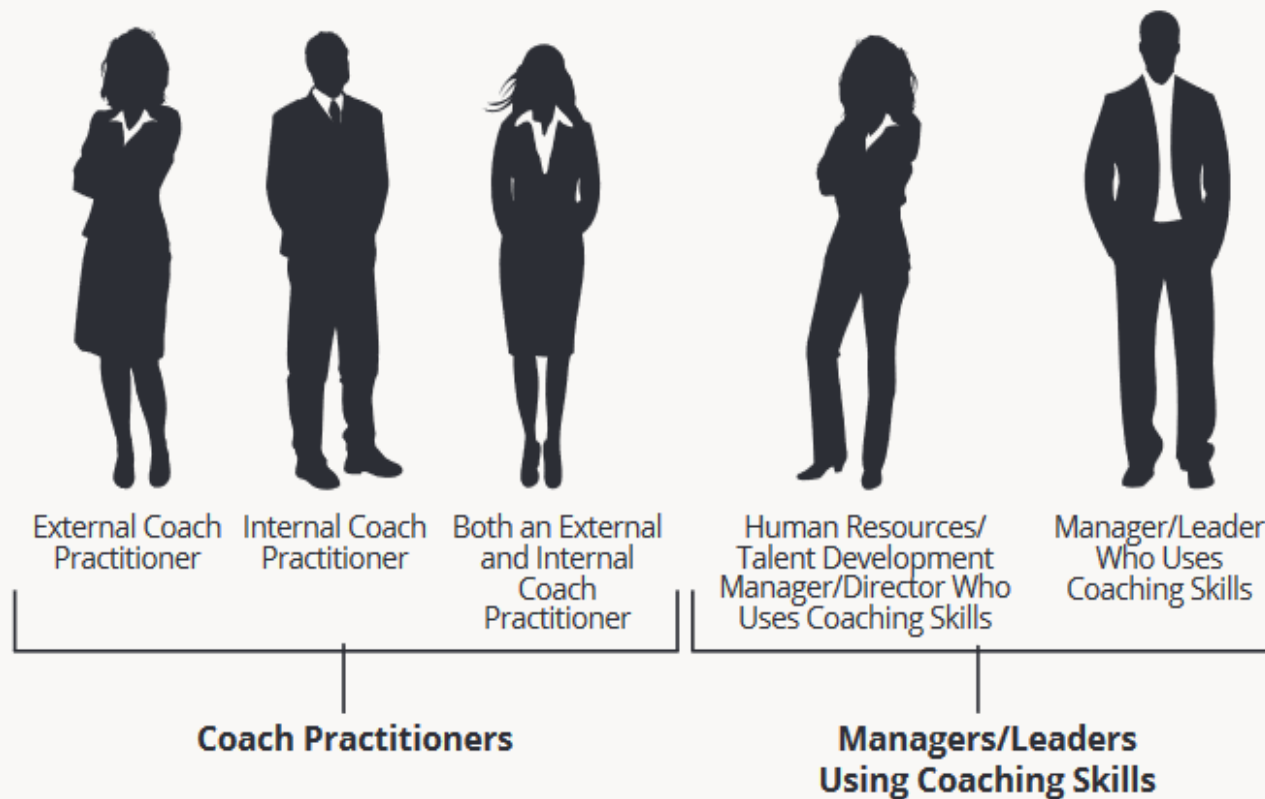


Delivery Methods are changing					
Year	In-person meeting	Telephone	Email, Chat, Text	Web Video	High Def Video
2012	45.0%	25.0%	11.0%	15.0%	4.0%
2013	40.0%	29.0%	10.0%	17.0%	4.0%
2014	41.0%	28.0%	9.0%	16.0%	5.0%
2015	40.0%	27.0%	9.0%	19.0%	6.0%
2016	37.0%	25.0%	9.0%	22.0%	7.0%
2017	35.0%	27.0%	9.0%	21.0%	8.0%
2018	35.0%	26.0%	7.0%	24.0%	8.0%
2019	32.0%	25.0%	8.0%	25.0%	10.0%





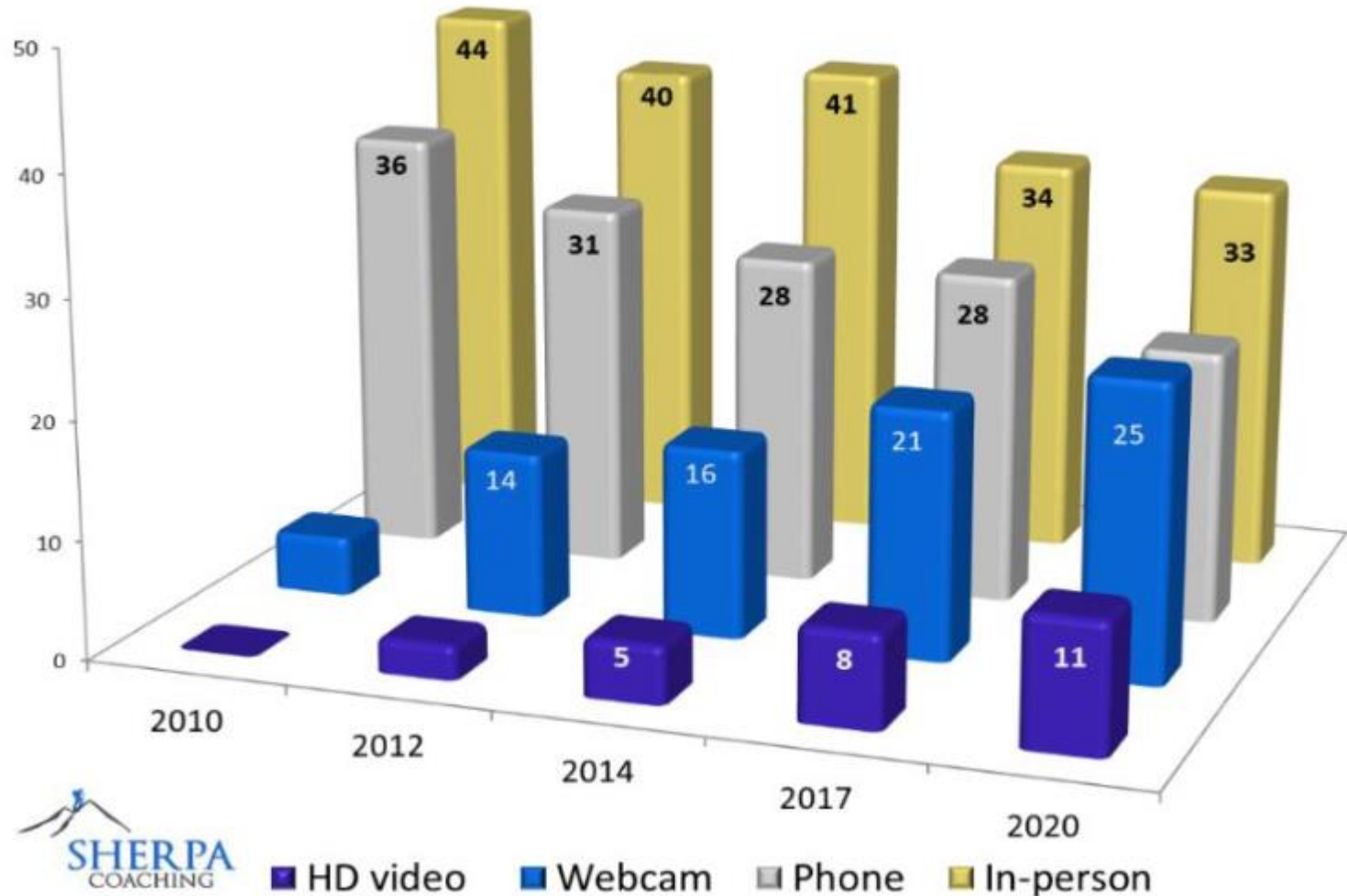
How respondents self-identified themselves:



Sherpa Survey



Delivery Methods | Trends 2010 - 2020

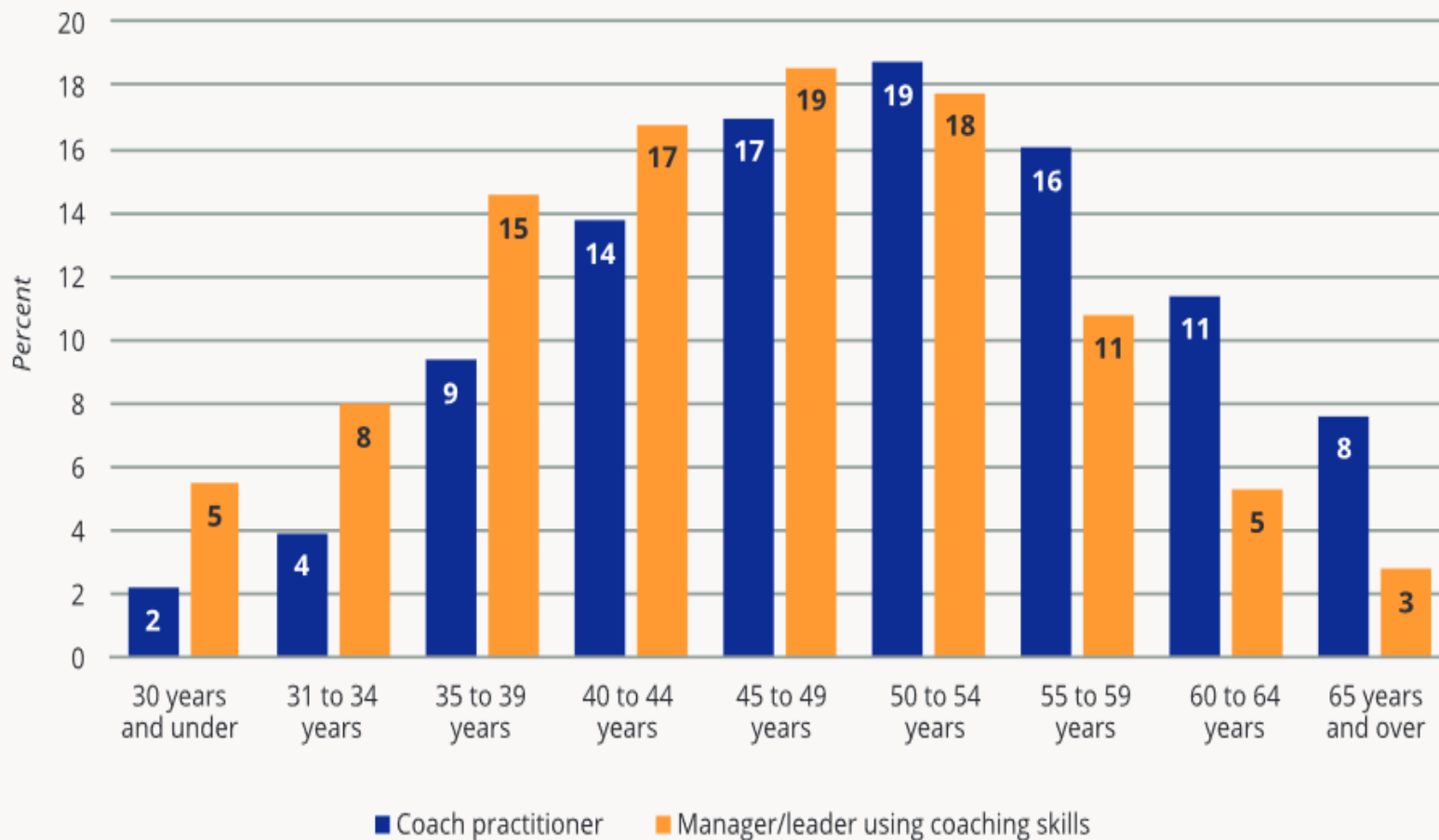


■ HD video ■ Webcam ■ Phone ■ In-person

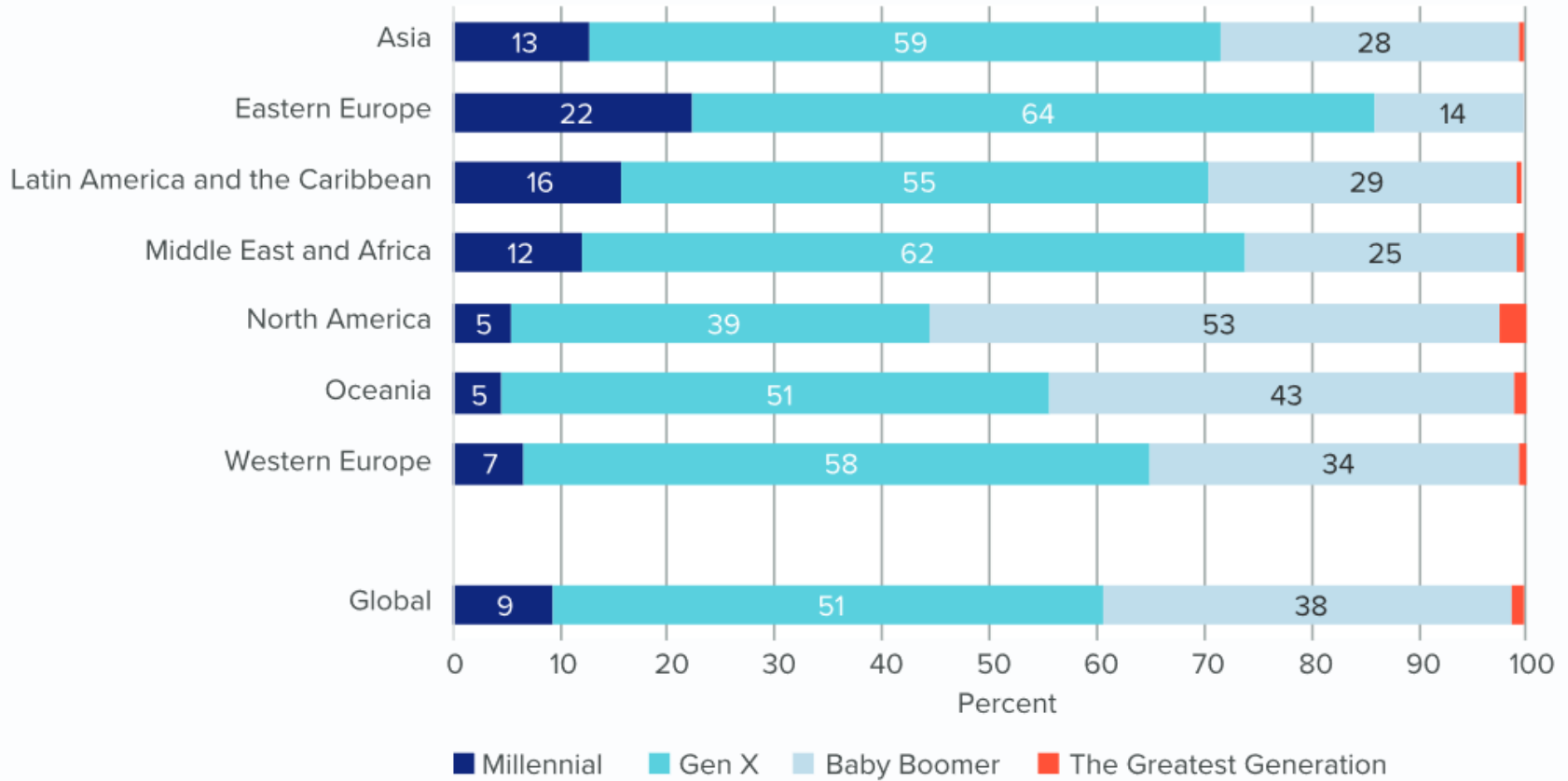




Age profile



Coach practitioners: Generation by region



Generations by Year

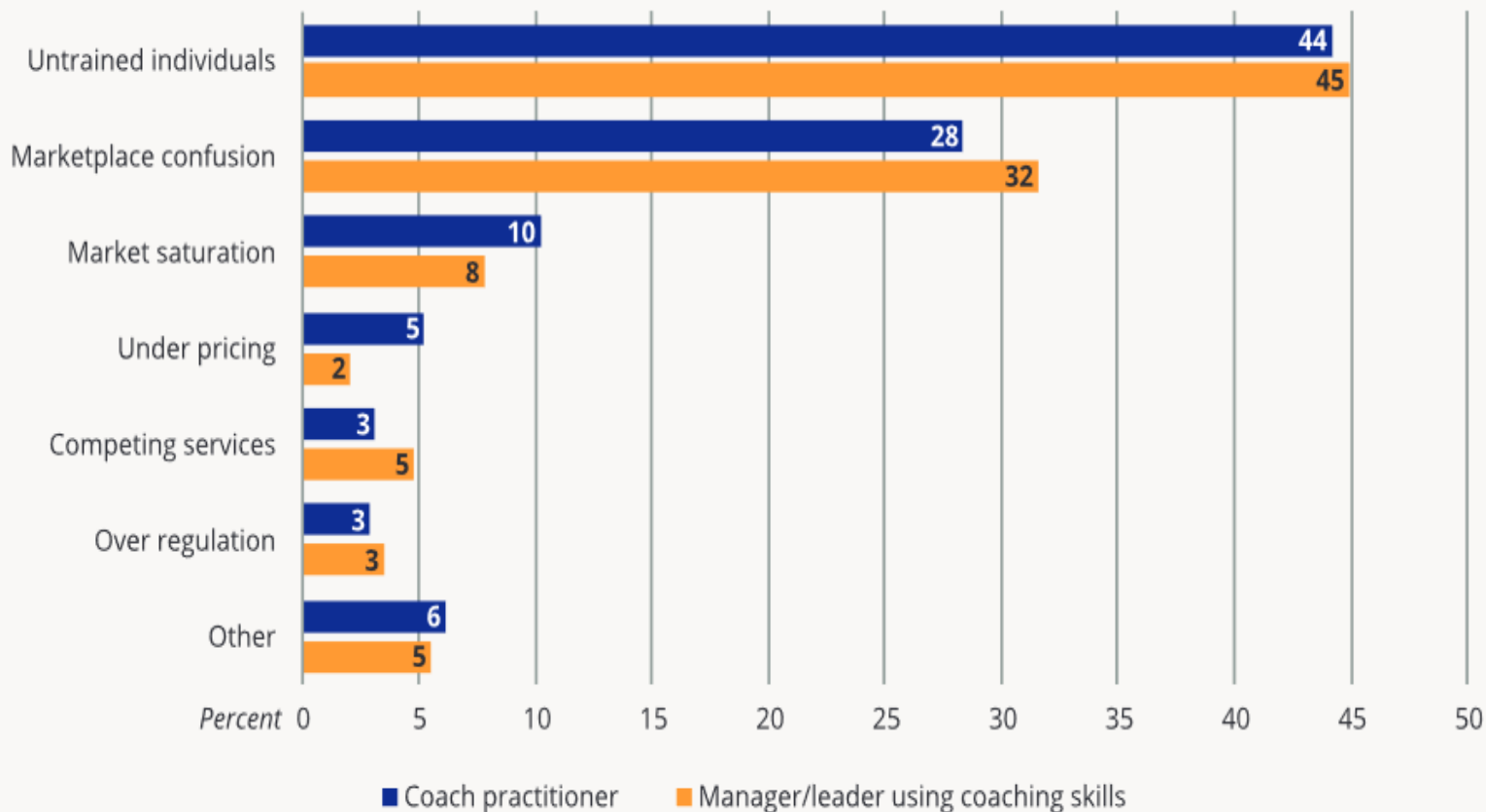
Generations	Birth Years
Generation Z	1997-1999
Millennials	1982-1996
Generation X	1965-1981
Baby Boomers	1946-1964
Greatest/Silent Generations	1945 and earlier

2020 ICF Global Coaching Study



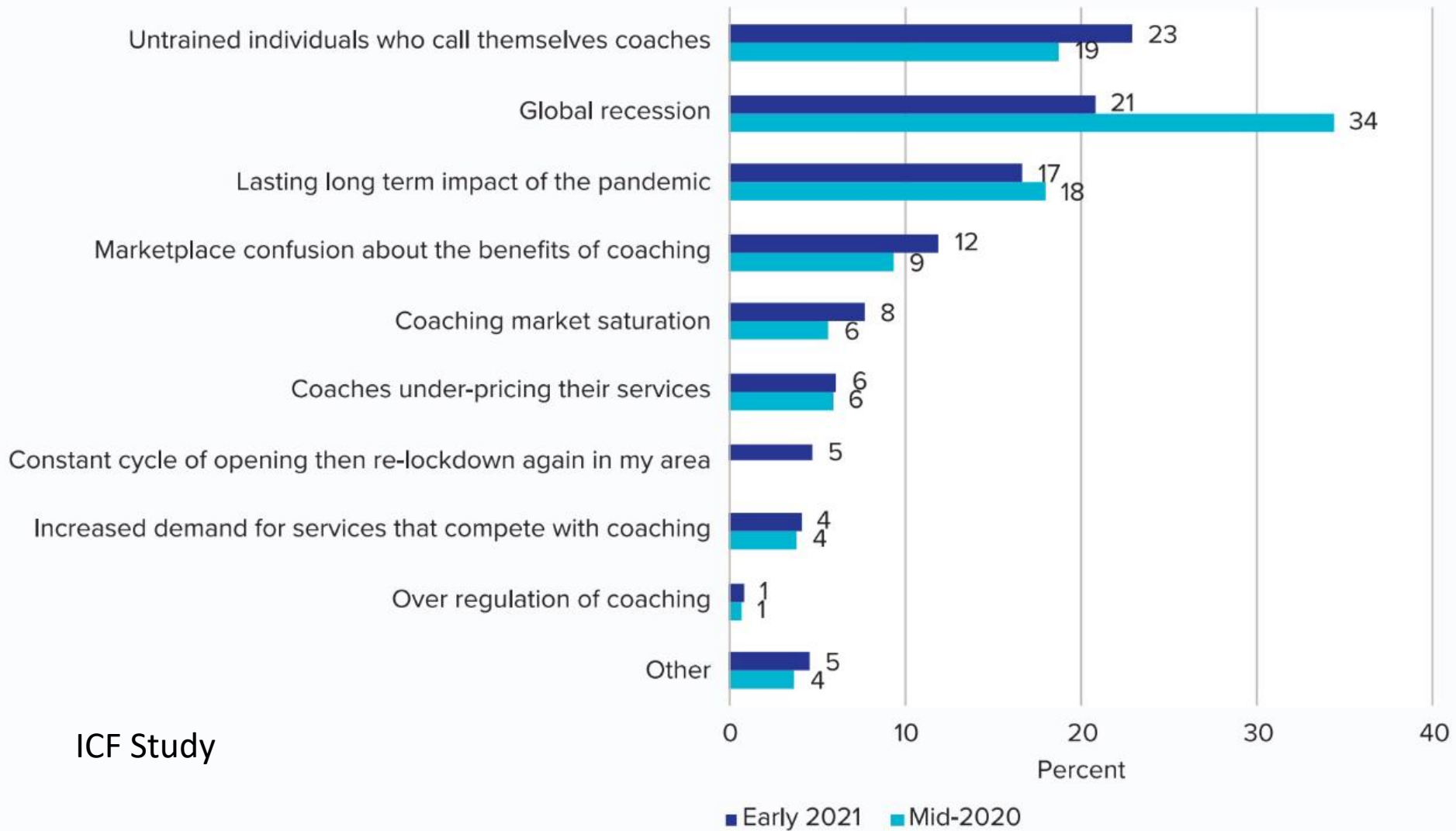


Future obstacles





Biggest obstacle for coaching over the next 12 months



ICF Study

Percent

■ Early 2021 ■ Mid-2020



HOW LIKELY ARE THE FOLLOWING TRENDS IN THE EXECUTIVE COACHING INDUSTRY MOVING FORWARD?

RANK	ORGANIZATION PRACTICE MANAGERS	INTERNAL COACHES	EXTERNAL COACHES
1	Leadership development programs with additional coaching (86%)	Leadership development programs with additional coaching (89%)	Leadership development programs with additional coaching (89%)
2	Leader-as-coach training (<i>teaching coaching skills to leaders</i>) (83%)	Leader-as-coach training (<i>teaching coaching skills to leaders</i>) (89%)	Coaching for millennial leaders (85%)
3	External executive coaching increasing (80%)	Internal Coaching (84%)	Team Coaching (84%)
4	Organizations centralize/streamline executive coaching under fewer vendors (78%)	Team Coaching (83%)	Leader-as-coach training (<i>teaching coaching skills to leaders</i>) (84%)
5	Team coaching (78%)	Coaching for millennial leaders (82%)	External executive coaching increasing (83%)
6	Certification will be preferred for coaches (75%)	Group coaching (80%)	Internal coaching (81%)
7	Group coaching (75%)	Organizations centralize/streamline executive coaching under fewer vendors (79%)	Organizations centralize/streamline executive coaching under fewer vendors (78%)
8	Internal coaching (72%)	External executive coaching increasing (75%)	Group coaching (78%)



HOW LIKELY ARE THE FOLLOWING TRENDS IN THE EXECUTIVE COACHING INDUSTRY MOVING FORWARD?

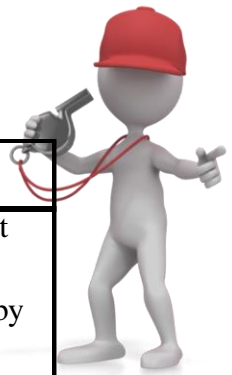
9	Coaching management systems (<i>online tracking of coaching engagements in greater use</i>) (72%)	Coaching management systems (<i>online tracking of coaching engagements in greater use</i>) (74%)	Coaching management systems (<i>online tracking of coaching engagements in greater use</i>) (74%)
10	Coaching for millennial leaders (71%)	Certification will be preferred for coaches (74%)	Certification will be preferred for coaches (74%)
11	Coaching supervision will become more prevalent (69%)	App-based coaching platforms (<i>very low cost virtual coaching</i>) will be a significant player in the industry (67%)	Coaching supervision will become more prevalent (65%)
12	App-based coaching platforms (<i>very low cost virtual coaching</i>) will be a significant player in the industry (67%)	Coaching supervision will become more prevalent (67%)	App-based coaching platforms (<i>very low cost virtual coaching</i>) will be a significant player in the industry (63%)
13	Coaching fees will decrease (<i>become a commodity</i>) (57%)	Coaching fees will decrease (<i>become a commodity</i>) (55%)	Coaching fees will decrease (<i>become a commodity</i>) (57%)
14	Artificial Intelligence will eventually replace human coaches (38%)	Artificial Intelligence will eventually replace human coaches (38%)	Artificial Intelligence will eventually replace human coaches (38%)

Percent responding "likely" and "highly-likely" on a 7-point scale.

N: Organization practice managers (45-47), internal coaches (65-68); external coaches (508-529).



Coach or Manager?



1	You	10
1. believe that their job is to push people or drive them	<input type="checkbox"/>	1. believe that they are there to lift and support people.
2. believe that they should talk at people by telling, directing, and lecturing	<input type="checkbox"/>	2. believe in engaging in dialogue with people by asking, requesting, and listening.
3. believe in controlling others through the decisions they make	<input type="checkbox"/>	3. believe in facilitating others to make decisions and empowering them to implement their own decisions.
4. believe they know the answers	<input type="checkbox"/>	4. believe they must seek the answers.
5. triggers insecurity through administering a healthy dose of fear as an effective way to achieve compliance	<input type="checkbox"/>	5. believes in using purpose to inspire commitment and stimulate creativity.
6. believe that their job is to point out errors	<input type="checkbox"/>	6. believe that their job is to celebrate learning.
7. believes in solving problems and making decisions	<input type="checkbox"/>	7. believes in facilitating others to solve problems and make decisions.
8. believes in delegating responsibility	<input type="checkbox"/>	8. believes in modelling accountability.
9. believe in creating structure and procedures for people to follow	<input type="checkbox"/>	9. believe in creating a vision and promoting flexibility through values as guidelines for behaviour.
10. believes in doing things right	<input type="checkbox"/>	10. believes in doing the right things.
11. believe that their power lies in their knowledge	<input type="checkbox"/>	11. believe that their power lies in their vulnerability.
12. believes in focusing on the bottom line	<input type="checkbox"/>	12. believes in focusing on the process that creates the bottom-line result.
Total Your Scores	<input type="checkbox"/>	

Are you a Coach or Manager - © 2009 Thorsten Consulting Group, Inc.



What is Coaching?



- Dennis Kinlaw's book "Coaching for Commitment":
 - "Successful coaching is a mutual conversation that follows a predictable process and leads to superior performance, commitment to sustained improvement, and positive relationships."
- The International Coach Federation (ICF) defines coaching on its applications for the Professional Certified Coach (PCC) and Master Certified Coach (MCC) Credentials in this way:
 - "Professional Coaching is an ongoing partnership that helps clients produce fulfilling results in their personal and professional lives. Through the process of coaching, clients deepen their learning, improve their performance, and enhance their quality of life."
- Coaching is about giving support, inspiring, challenging, modeling trust and integrity, facilitating growth and change, and partnering for success. The goal of coaching is the development, growth and success of those being coached. Coaching is supportive, respectful, encouraging, curious, and positive. Coaching is about positive movement.



Businesses Coaching - many purposes

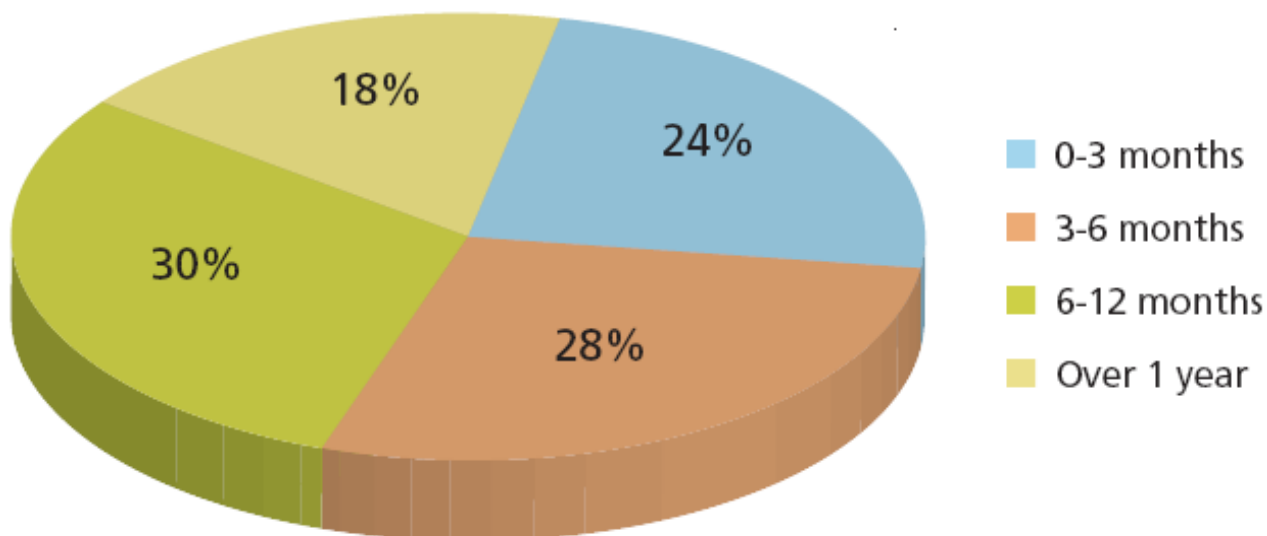


- Improve individual performance and productivity
- Address leadership development and succession planning
- Increase individual worker's skill levels
- Improve organizational performance
- Address specific workplace problems
- Boost employee engagement
- Improve retention rates
- Improve recruitment outcomes





What is the average duration of a typical coaching arrangement?



Real Learning
Real Results





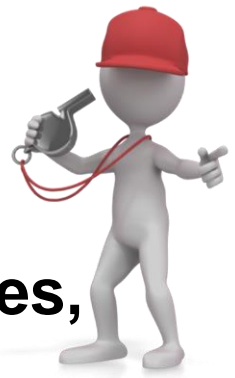
Summary business indicators: Coaching services

		Annual revenue USD	Reported one-hour fee USD	Clients #	Hours #
Length of coaching engagement (mainly)	3 months or less	\$25,000	\$150	9	12
	4 to 6 months	\$41,500	\$220	10	13
	7 to 12 months	\$63,000	\$280	13	16
	More than 12 months	\$69,000	\$250	14	17
Duration of coaching session (mainly)	Less than 1 hour	\$45,200	\$190	13	15
	One hour	\$46,200	\$210	11	13
	More than one hour	\$49,000	\$250	11	15
Delivery methods (always/frequent)	In person	\$48,800	\$220	11	14
	Telephone	\$56,700	\$240	12	15
	Audio-visual	\$49,700	\$220	11	15
	All other	\$52,200	\$240	12	17

ICF Global Survey 2020
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Source: ICF Global Survey 2020

Cost of Coaching



The cost for different kinds of coaching varies, depending on:

- the frequency of conversation,
- planning,
- researching,
- documenting, and
- other "behind-the-scenes" work involved.

Generally, however, most coaches will charge about:

- \$300 to \$600 per month for individual coaching.
- Corporate programs that include a wide range of services can vary from \$1,000 to upwards of \$25,000 and higher.
- Monthly fees will depend on number of individuals being coached, onsite or offsite trainings, meetings, etc.
- Coach can tailor your coaching to your needs





L e a r n i n g	10	Difficulty with New Paradigms	Ideal Coaching Candidate
	1	Will have difficulty with Coaching	Difficulty Learning New Concepts
		Open Minded	



Why was a coaching relationship terminated?

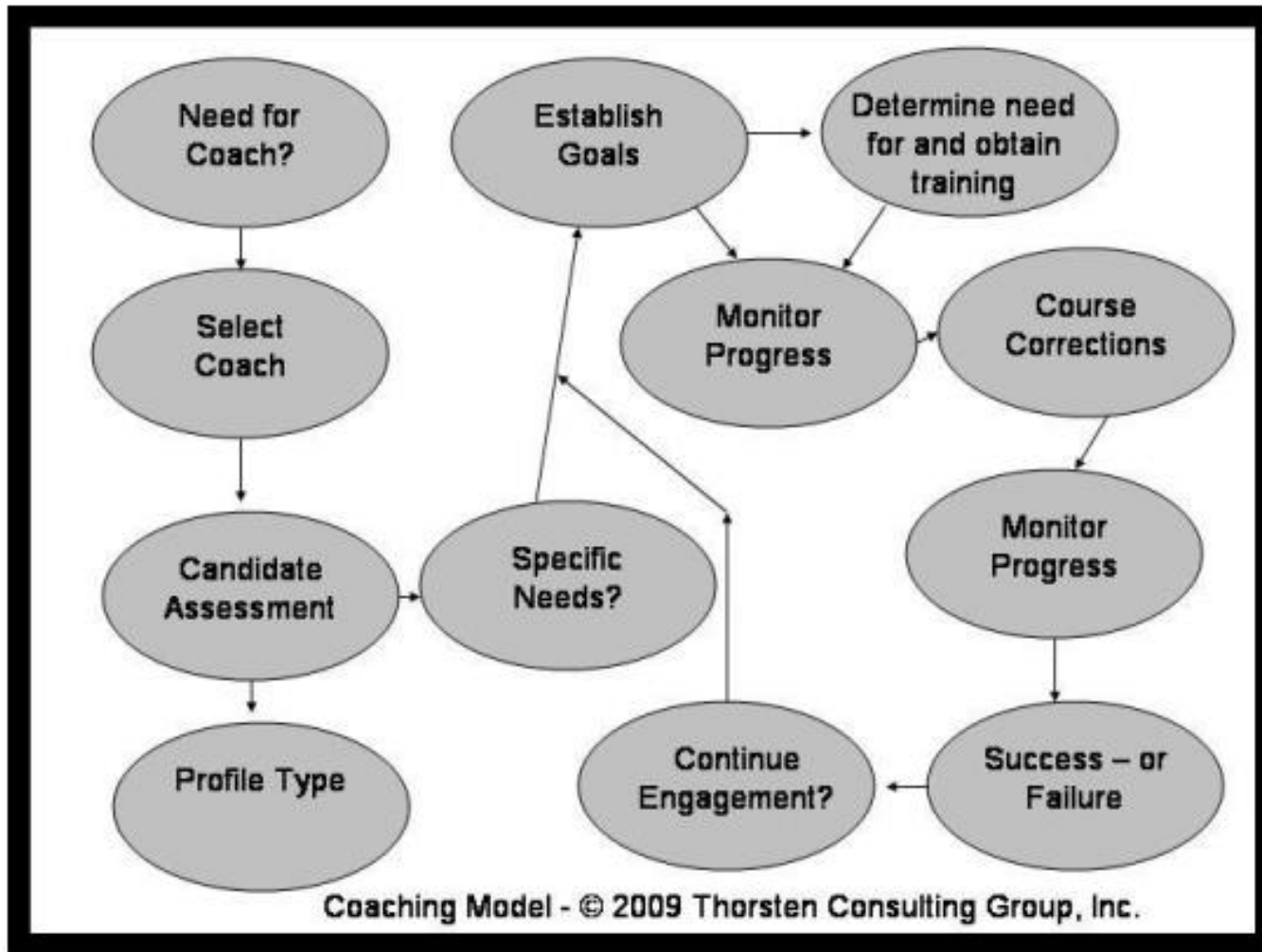


- Mismatch between coach and employee
- Questionable expertise of coach
- Inability of employee to change
- ROI not easily measured
- Unwillingness of employee to engage in the coaching process
- Lack of time for employee's participation
- Insufficient funding
- Not seen as urgent by top management





Thorsten Coaching Model





How to set and Achieve Realistic Goals





Goal Setting Paradigm

Goal Setting Paradigm

	Coaching to resolve <i>disciplinary</i> problems	Coaching to work on <i>leadership</i> development	Coaching to work on <i>whole</i> individual
Time Frame	Project	Project	On-Going
Tools	Gap-Analysis	360 Reviews Gap-Analysis	Life Cycle 360 Reviews Gap-Analysis
Coach Emphasis	Directive	Participative	Inquisitive

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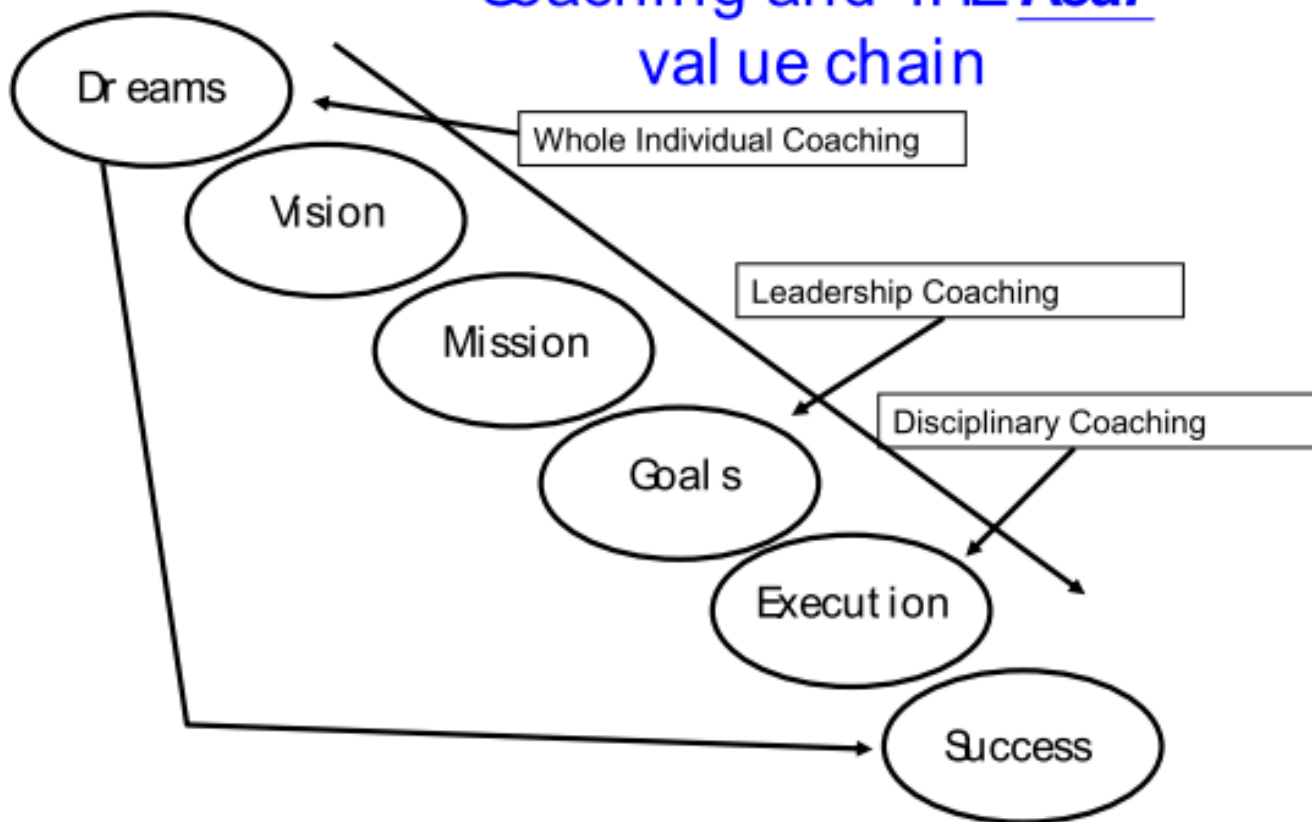
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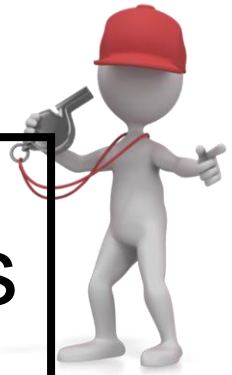


Coaching and THE Real value chain



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Life Management Issues – Dreams

Mindmapping





Dreams

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Life Management Issues

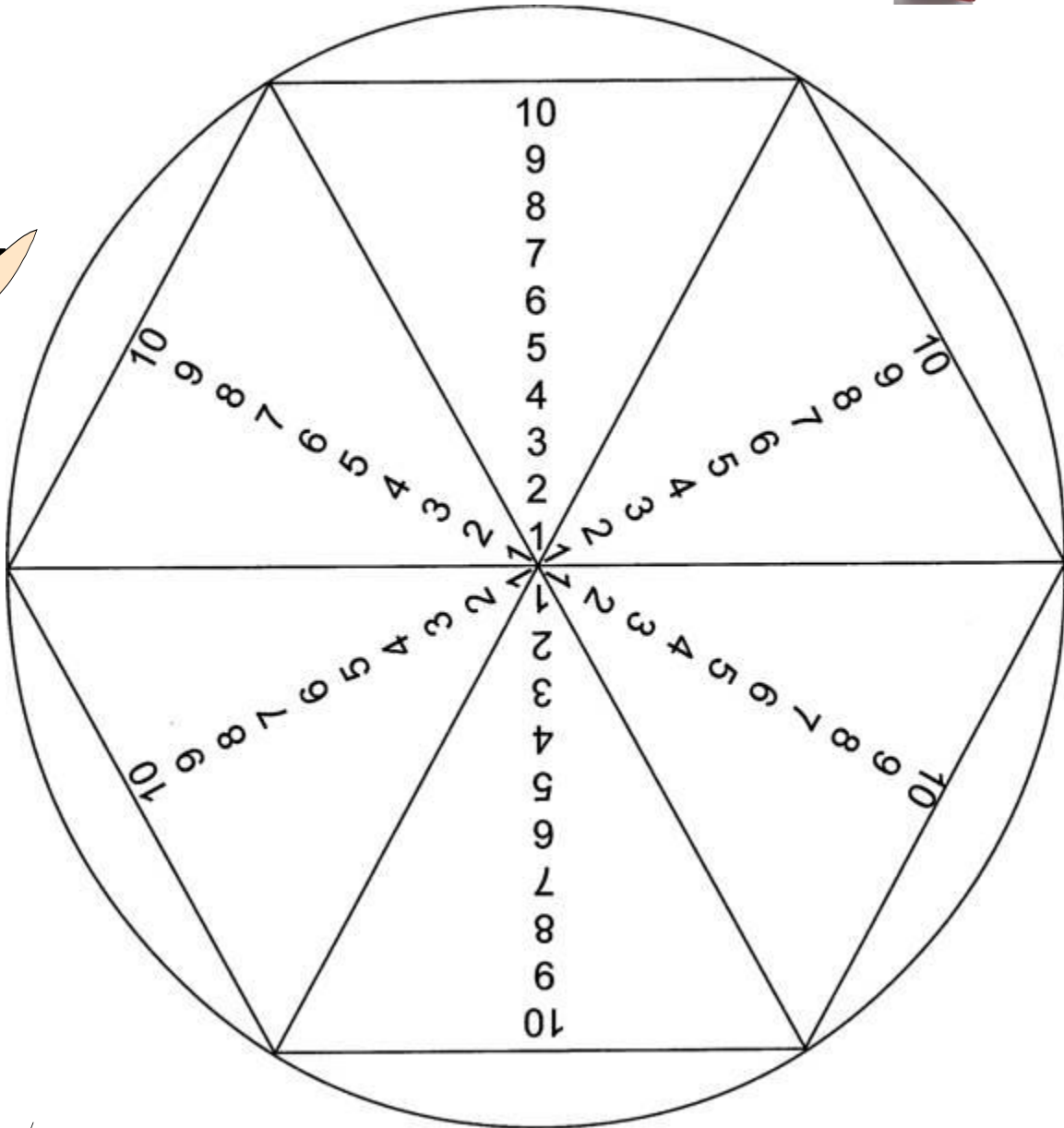
Key Areas in your Life



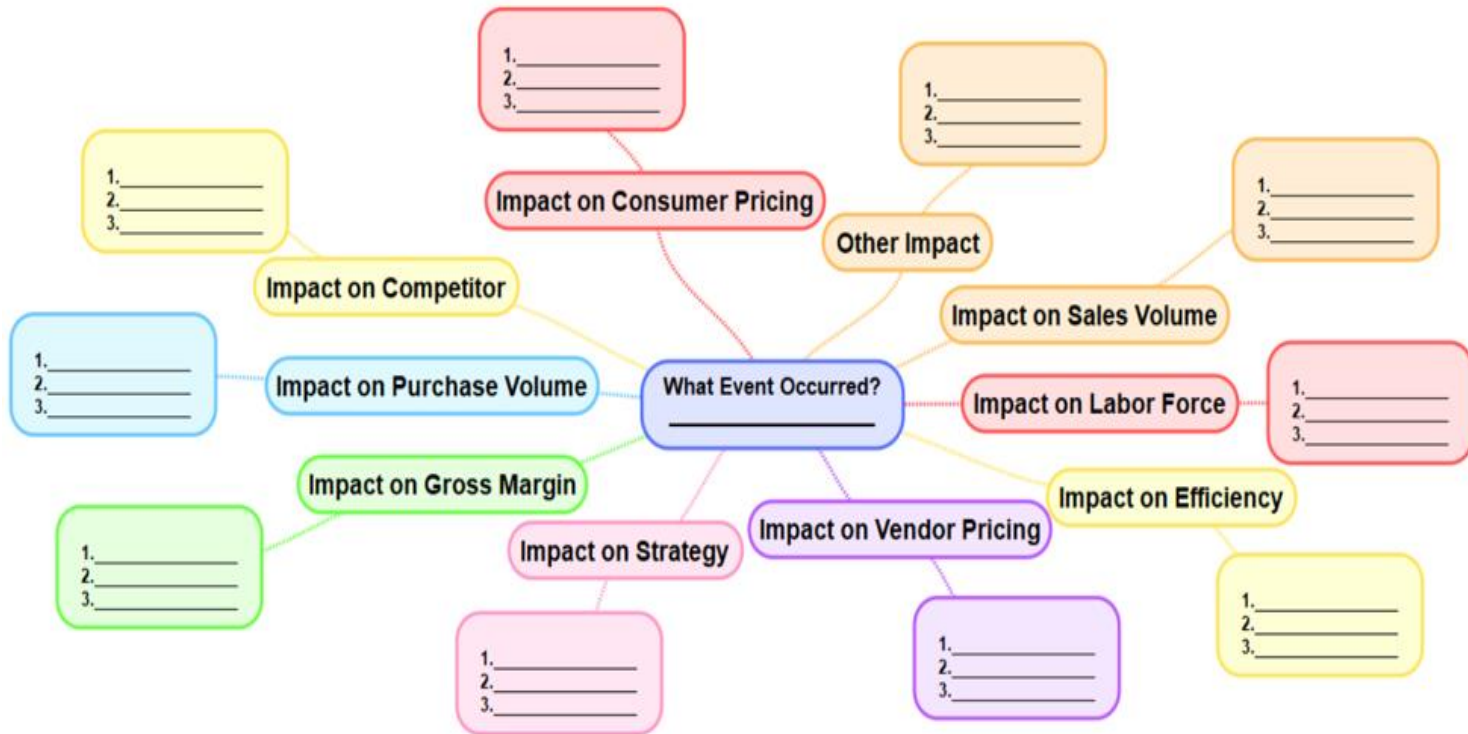
- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____

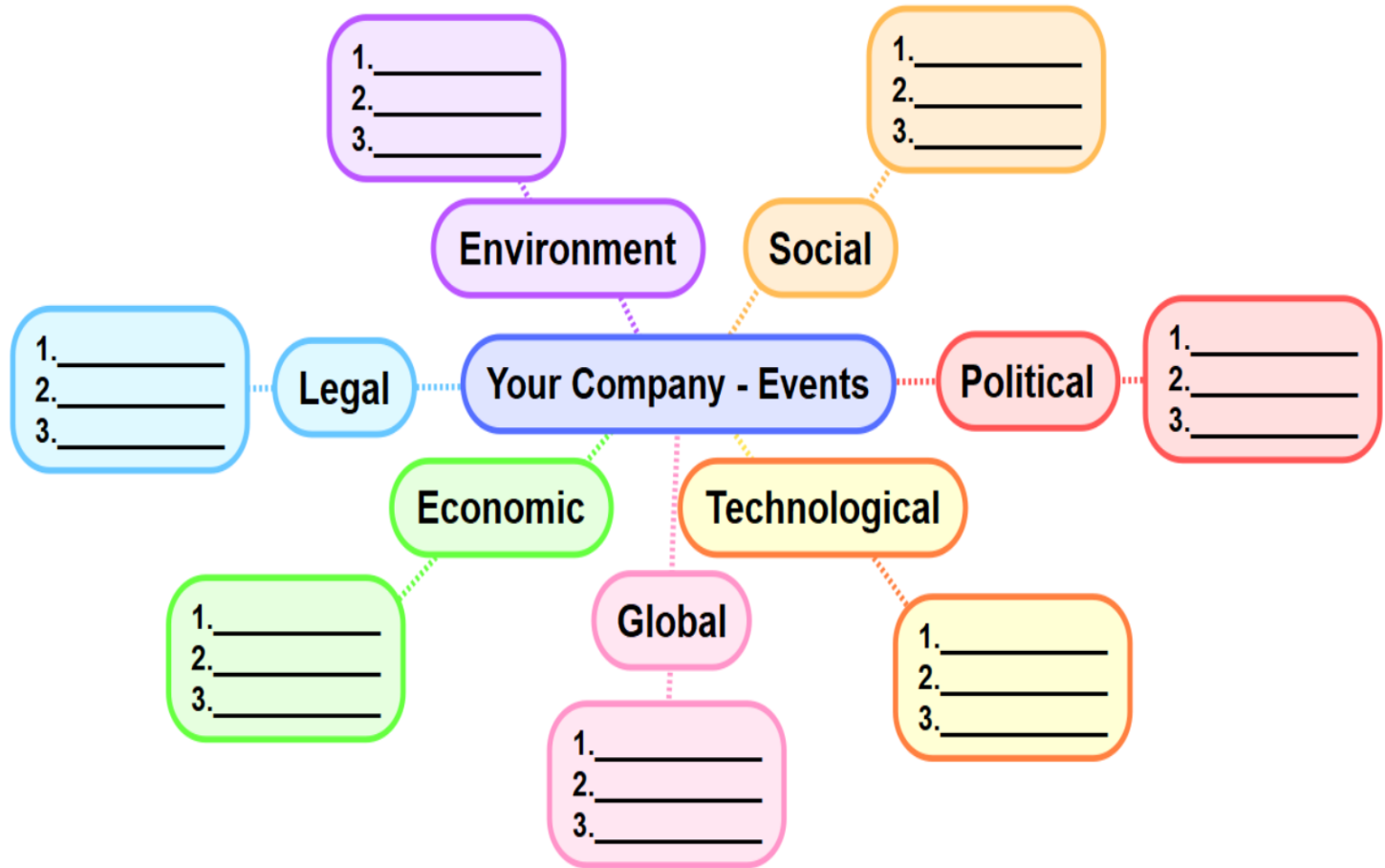


Circle of Life



CONTROLLED MINDMAP





Blackhawk/Dorothy-Blackhawk-magazine
magazines across the US
publications



Life Management Issues

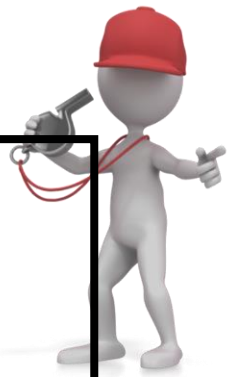
Summary



- Class discussion; please discuss the following;
- What has this exercise taught you about key areas in your life own?
- What has this exercise taught you about steps that need to be taken?
- How will you bring this back to your personal life and make it a regular part of that life?



Mission and Values



LSS

Mission

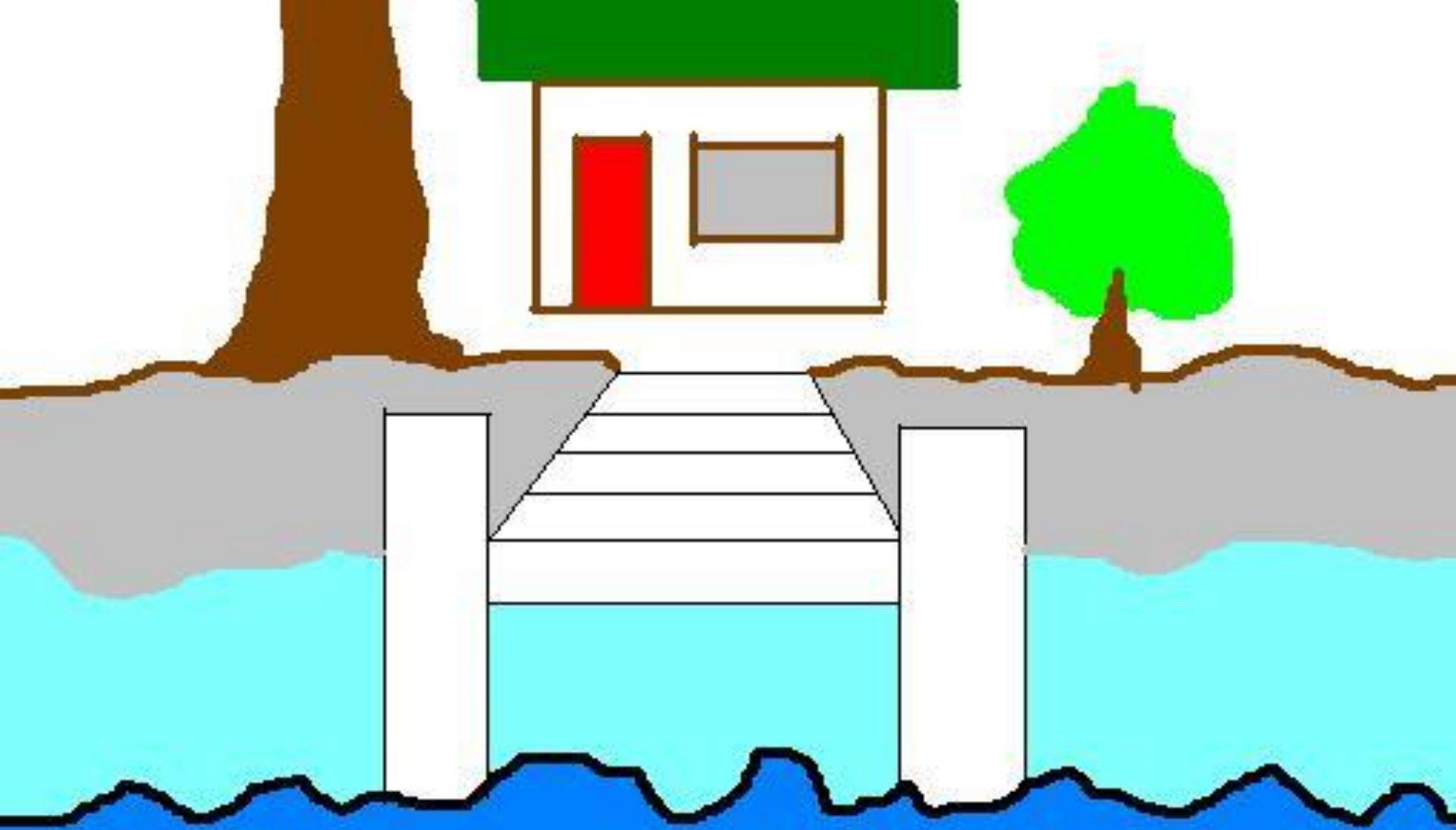


Creation of a personal mission statement

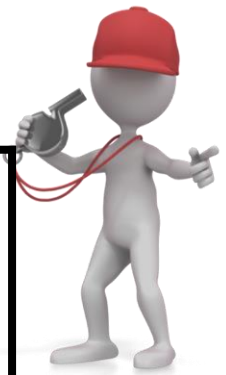


- The mission statement must be short and sweet.
- The mission statement must be easily remembered.
- The mission statement must inspire action.
- The mission statement must provide guidance in how a person will conduct their affairs.





GOALS



Goal Setting

- **S** is for specific
- **M** is for measurable
- **A** is for attainable or achievable
- **R** is for realistic
- **T** is for time bound.





Personal Development Plan

for _____

A PERSONAL DEVELOPMENT GOAL

My goal is to be more skilled in this competency:

B RESULTS DESIRED

If I am successful, this is how my improved competency will look:

- a. _____
- b. _____
- c. _____
- d. _____

C ACTION PLAN

These are the steps I will complete to improve my competency:

	Action Steps	Due Date	Complete
1	_____	_____	<input type="checkbox"/>
2	_____	_____	<input type="checkbox"/>
3	_____	_____	<input type="checkbox"/>
4	_____	_____	<input type="checkbox"/>
5	_____	_____	<input type="checkbox"/>
6	_____	_____	<input type="checkbox"/>
7	_____	_____	<input type="checkbox"/>

D SCHEDULED PROGRESS REVIEW DATE _____

ACTUAL PROGRESS REVIEW DATE _____

Employee Signature

Date

Manager Signature

Date



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Gap Analysis			
Requirements	Currently in place	Complaints	Items Needed
Value: Respect for all			
This section deals with how the employee treats customers with respect and integrity.			
1) customers are treated with respect. The customer is always right		Yes - ABC complained about your performance on project XYZ	Training Course on "Meeting the Customer's Needs"
2) Co-workers are treated with dignity and in an environment of cooperation and honesty		Yes - production employees do not get their information on a timely basis and feel threatened if they question you.	Face to Face meeting with production. Apologize and understand and build follow up tool.
3) Employees will display an attitude of openness, friendliness and respect in all corporate functions.		Yes - The CEO observed your body language at the last staff meeting. Your actions were inappropriate	Read book on Body Language - offer apology - be more attentive at next meeting and ask good appropriate questions.
(note: as items needed are completed, they can be transferred to the "Currently in place" column. In essence, you are building a log of the action steps.			
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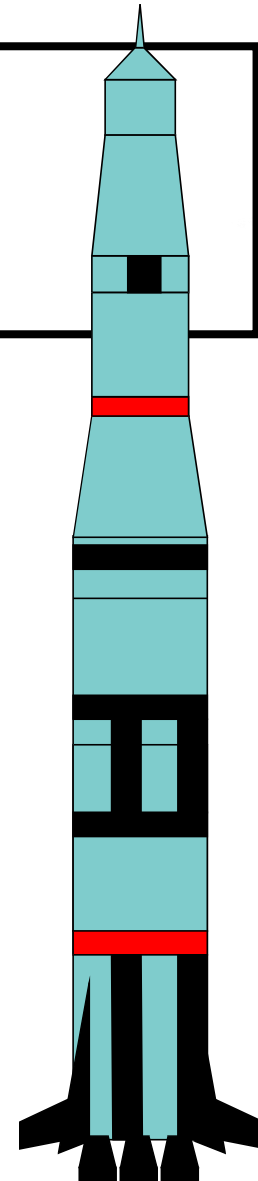


Example of Negative Talk



Affirmations

- Subconscious
- Self - Talk
- Positive vs. Negative



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Affirmations

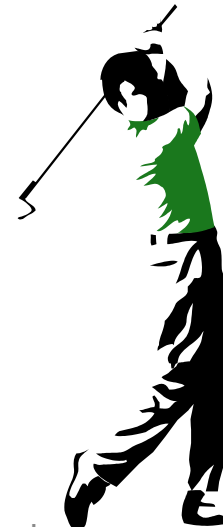
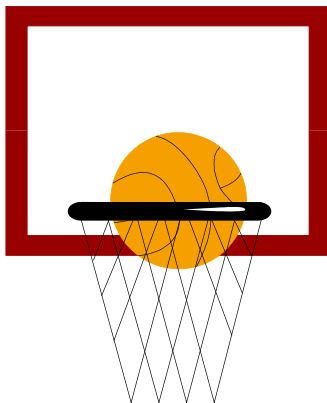
- Here's how to write your own affirmations:
 - State the desired outcome in a clear, direct sentence. Focus on specifics. Write your affirmation in the present tense and in a positive way.
 - Example: "I will pay off my credit card debt" becomes "I am debt free."
 - If you find objections surfacing in the form of negative self-talk, restate the objection in the form of another positive affirmation.



Visualization



- Sports - Athletes will rehearse in their mind.
- One prisoner of war in Viet Nam mentally played 18 holes of golf everyday while in captivity.
- Basketball student study



Question



- How much time are we allotted to practice or rehearse during work?



Principles of Good Coaching



- A good coach often wears several hats. They are frequently a mixture of teacher, counselor, cheerleader, motivator, and mentor.



Coach Qualities / Characteristics

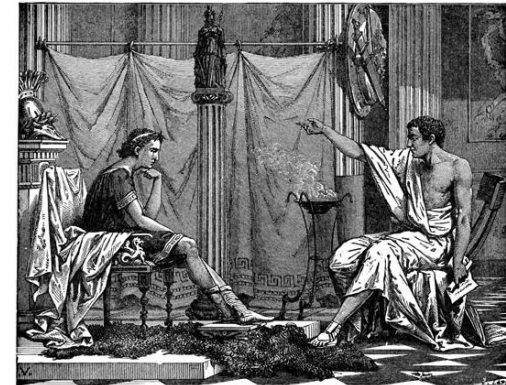


- Committed to individual integrity, values, and personal growth.
- Profound thinkers who see themselves as educators, not just coaches.
- Well-educated (formally and informally) in a liberal arts tradition.
- Long-run commitment to their clients and their organizations.
- Willing to experiment with new ideas.
- Value the coach-client relationship.
- Understand and appreciate human nature.
- Love their work.
- Honest and strong in character.
- Human and therefore imperfect.



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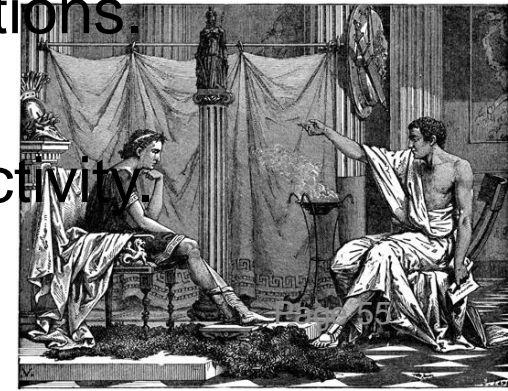
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Coach Qualities / Characteristics

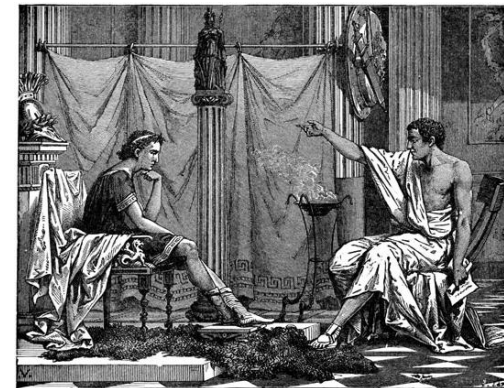
- Provide clear, complete instructions.
- Let employees know how they're doing.
- Give credit when credit is due.
- Give constructive feedback when employees make mistakes.
- Remain accessible.
- Take time to teach what they know.
- Build and maintain mutually rewarding relationships with employees.
- Set reasonable and consistent expectations.
- Establish and model a high standard.
- Build team effort to achieve high productivity.



Coach Qualities / Characteristics



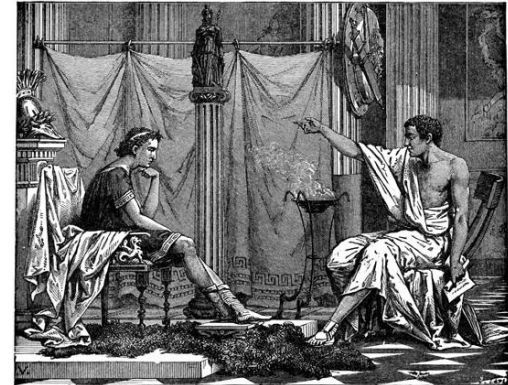
- Maintain a sense of humor.
- Seek a commitment to quality and performance from each individual.
- Provide support for all employees even when performance is not up to expectations.
- Remain poised and positive under stress.
- Manage their time and responsibilities well.
- Understand and appreciate their own strengths and weaknesses.
- Establish goals.
- Monitor their own progress.
- Identify problems.
- Find solutions.



Coach Qualities / Characteristics



- Enhance their knowledge of the industry and customer base.
- Realize their full potential.
- Commitment and Dedication.
- Knowledge
- Highly inquisitive
- Disciplined
- Communicative
- Motivate – are positive, enthusiastic and inspirational.
- Attentive
- Approachable



We Few, We happy Few



We Band of Brothers



King Henry V



Servant



“The servant-leader *is* servant first... It begins with the natural feeling that one wants to serve, to serve *first*. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is *leader* first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions... The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature.”

Robert Greenleaf



Servant Leader



- **Listening**
- **Empathy**
- **Healing**
- **Awareness**
- **Persuasion**
- **Conceptualization**
- **Foresight**
- **Stewardship**
- **Commitment to the growth of people**
- **Building community**



Love!!!



- Coaching is a calling!!





Self Esteem / Respect

- How do you make someone feel good about him/her?
- Hockey Puck
- Sincerity



Respect



Respect is feeling good about myself.

Respect is knowing I am unique and valuable.

Respect is knowing I am lovable and capable.

Respect is listening to others.

Respect is knowing others are valuable, too.

Respect is treating others nicely.

From Living Values Activities for Children Ages 3-7, Living Values: An Educational Program
www.livingvalues.net

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Art of Listening



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Coaching Styles



- Coaching is most effective when managers demonstrate a genuine or sincere interest in helping the employee

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Coaching Strategies



- Coaching feedback:
 - addresses behaviors that can be changed
 - includes alternative positive behaviors
 - focuses on only one or two issues at a time
- Make it clear the employees are primarily responsible for their own professional development.
- Encourage employees to become subject matter experts so they will have greater professional options, opportunities, and security in the company and a greater employability in the job market.

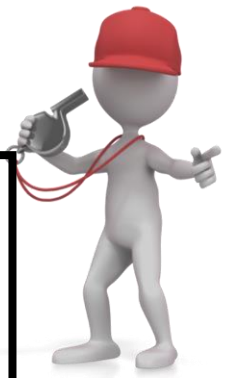
Talk with employees about their career plans and help them identify and take advantage of training opportunities.





NLP

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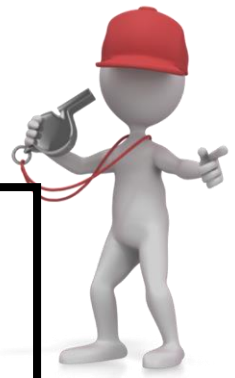
What is NLP?

- **Neuro-linguistic programming (NLP)** is a field of human study concerned with empirically studying and modeling human performance and excellence, with the goal of creating transferable skill sets.





**Perception is not reality; perception creates a new reality.
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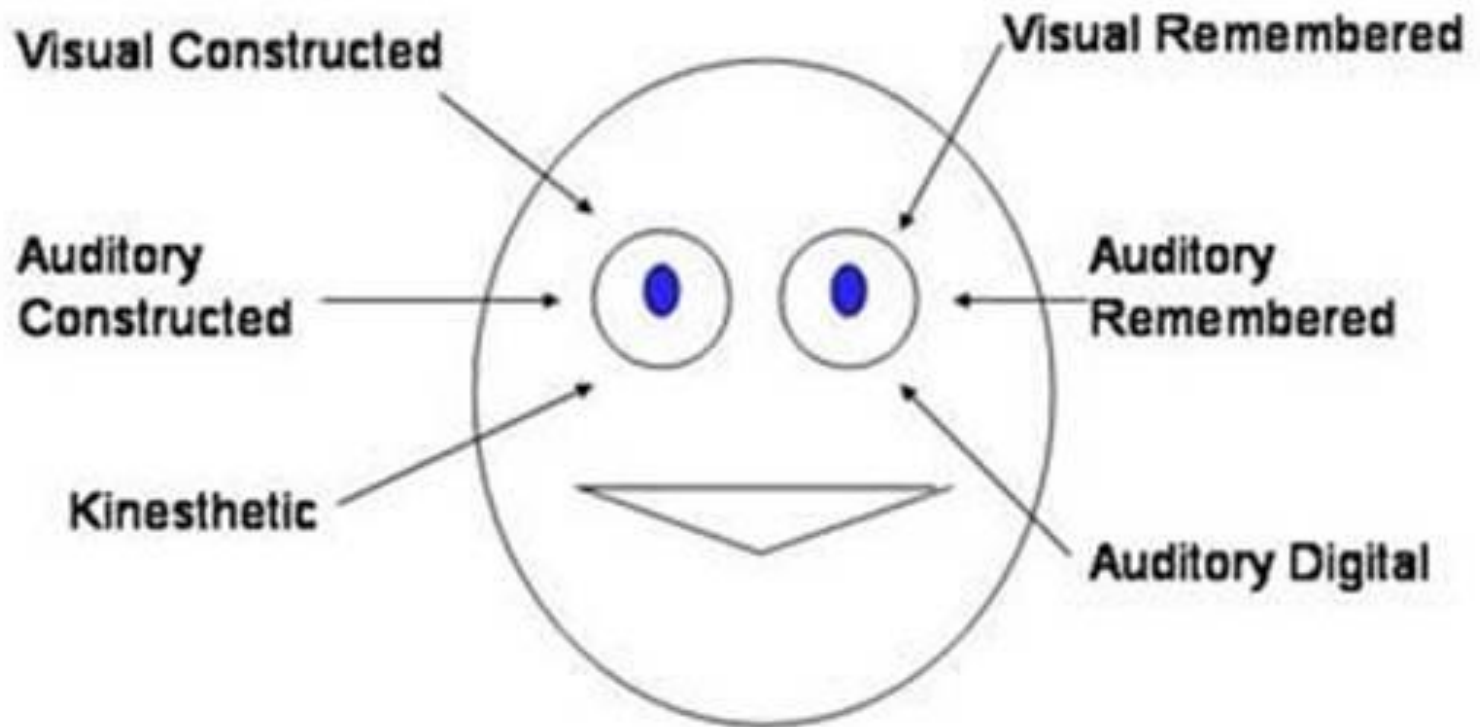


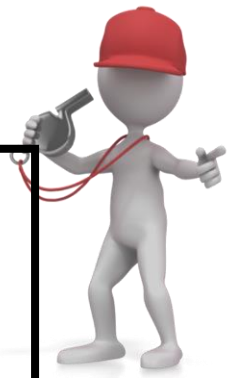
Representational Systems

- There are 3 main learning styles (representational systems) that we all use to communicate. They are:
 - Visual,
 - Auditory, and
 - Kinesthetic.



NLP Eye Patterns





Suggestions For Practice of NLP-Rapport Techniques

- 1) During conversations with clients, colleagues, and friends and while listening to radio or television pay attention to the words and phrases people use to describe their experiences. Try to identify their dominant perceptual modes.
- 2) Keep a notebook to jot down words and phrases that indicate perceptual modes.
- 3) Practice using the same words and phrases as others in your conversations with them. Vary this practice by choosing different words while remaining within the same perceptual mode.
- 4) In your conversations with others, practice active listening. Reflect back to them your understanding of what they've said or intended. Remain in their dominant perceptual mode while doing this. You might also pace some of their other behaviors to strengthen the bond of rapport you are creating.
- 5) Whenever someone says something important that you don't fully understand, probe for hidden meaning by asking "What?" questions. Vary this by asking "Why?" questions to determine the difference in responses.





Checking on Rapport

- Instant Rapport can be checked by:
 - Immediate mirroring, speaking, looks, and posture.
- Group Rapport can be checked by:
 - Mirror the group, check their temperature, raise their hand.



Matching / Mirroring



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Pacing and leading is a powerful way to influence others...

- Practice making verifiably true statements about where you are right now (E.g. I am sitting in my office, the sun is shining, it's 2013, it's Tuesday etc.)
- In a low-risk situation (e.g. with a friend), practice making some pacing comments to another person, and notice what effect they have (people will often nod or say mmm-hmmm in response.)
- Set yourself a goal for communication in a low-risk situation (e.g. to persuade the other person to go for a coffee.) Use pacing and leading to seamlessly lead them to that goal.
- Begin to identify all the areas in your life where you can start using pacing & leading to persuade others more effectively.



Anchoring



Reframing

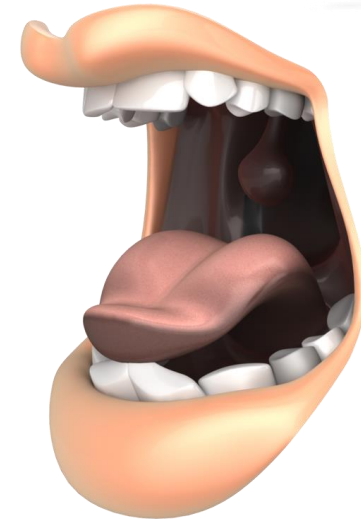


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Emotional Intelligence



- Pounding fist on table in meeting
- Screamer in the office
- Someone needs a hug
- Threatening behavior



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Emotional intelligence is more important than high IQ, employers said (in order of importance):

- Employees [with high EI] are more likely to stay calm under pressure
- Employees know how to resolve conflict effectively
- Employees are empathetic to their team members and react accordingly
- Employees lead by example
- Employees tend to make more thoughtful business decisions



What is Emotional Intelligence



EQ is the level of your ability to understand other people, what motivates them, and how to work cooperatively with them.

Definition: Emotional intelligence refers to the capability of a person to manage and control his or her emotions and possess the ability to control the emotions of others as well. In other words, they can influence the emotions of other people also.



Understanding the Five Categories of Emotional Intelligence (EQ)



- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social Skills



Understanding the Five Categories of Emotional Intelligence (EQ)



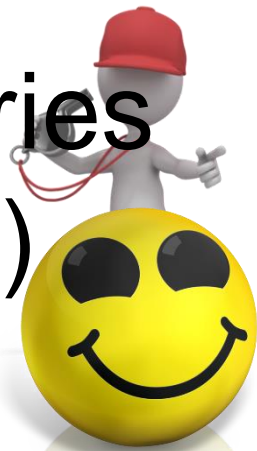
- **Self-awareness**

The ability to recognize an emotion as it “happens” is the key to your EQ. Developing self-awareness requires tuning in to your true feelings. If you evaluate your emotions, you can manage them. The major elements of self-awareness are:

- Emotional awareness. Your ability to recognize your own emotions and their effects.
- Self-confidence. Sureness about your self-worth and capabilities.



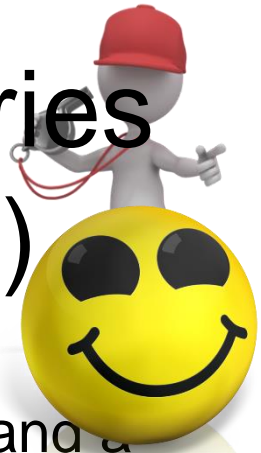
Understanding the Five Categories of Emotional Intelligence (EQ)



- **Self-regulation**
- You often have little control over when you experience emotions. You can, however, have some say in how long an emotion will last by using several techniques to alleviate negative emotions such as anger, anxiety, or depression. A few of these techniques include recasting a situation in a more positive light, taking a long walk, and meditation or prayer. Self-regulation involves
- Self-control - Managing disruptive impulses.
- Trustworthiness - Maintaining standards of honesty and integrity.
- Conscientiousness - Taking responsibility for your performance.
- Adaptability - Handling change with flexibility.
- Innovation – Openness to new ideas.



Understanding the Five Categories of Emotional Intelligence (EQ)



- **Motivation**

To motivate you for any achievement requires clear goals and a positive attitude. Although you may have a predisposition to either a positive or a negative attitude, you can, with effort and practice, learn to think more positively. If you catch negative thoughts as they occur, you can reframe them in more positive terms — which will help you achieve your goals. Motivation consist of:

- Achievement drive - The constant striving to improve or to meet a standard of excellence.
- Commitment - Aligning with the goals of the group or organization.
- Initiative - Readying you to act on opportunities.
- Optimism - Pursuing goals persistently despite obstacles and setbacks.



Ways to Improve Emotional Intelligence

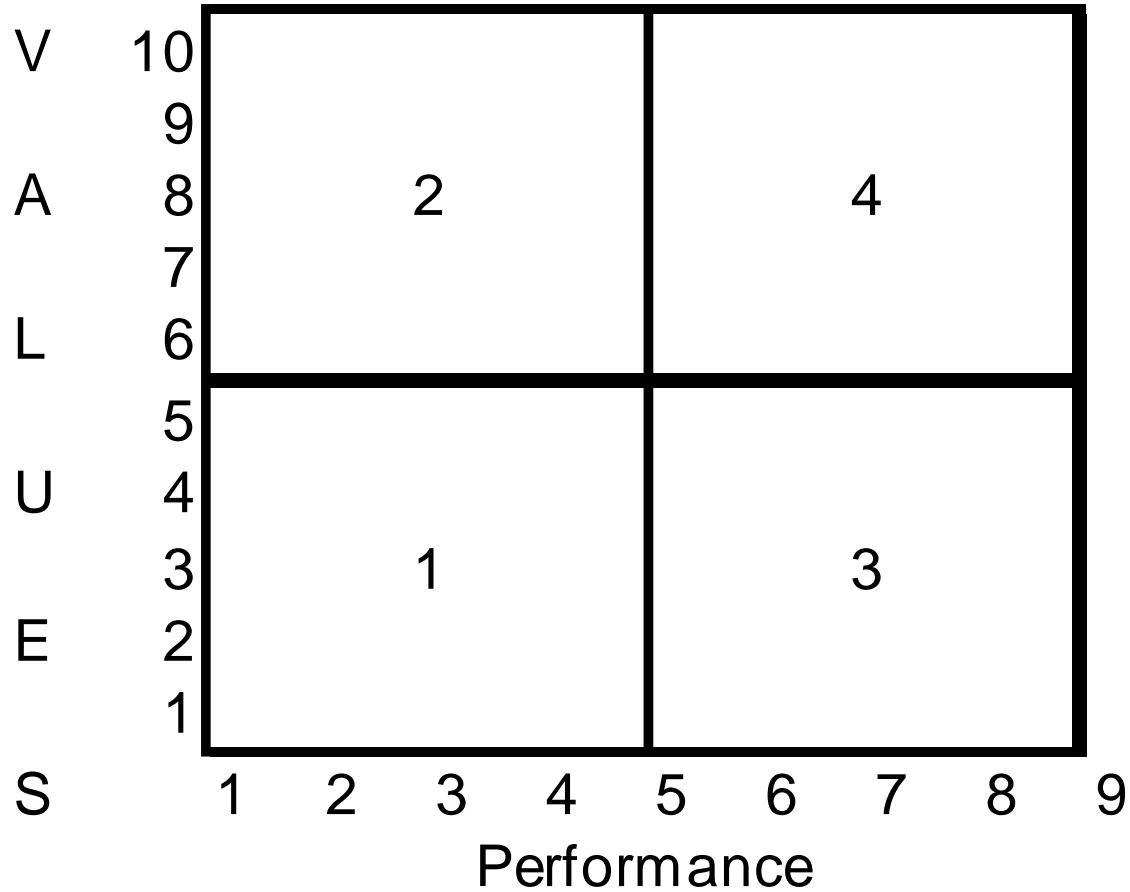


- Understand the importance of emotional intelligence in all aspects of your life.
- Learn to recognize stress triggers and how to deal with them.
- Be open minded, intellectually curious and agreeable.
- Be outgoing and empathetic.
- Be conscientious and prepared to deliberate.
- Be attentive and self-aware—know thyself.
- Practice communication skills.
- Be optimistic.

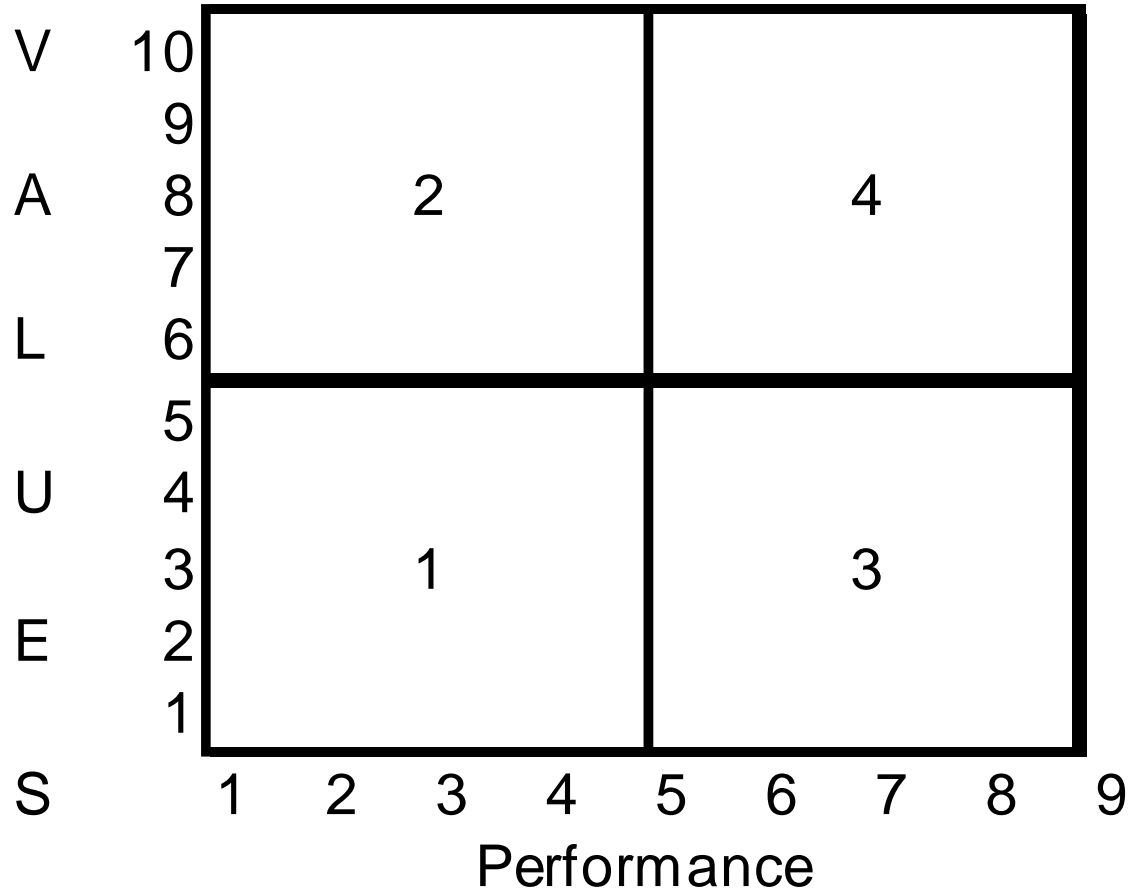


Source: "How to Improve Emotional Intelligence: 8 Steps." Accessed November 23, 2013. www.wikihow.com/Improve-Emotional-Intelligence.

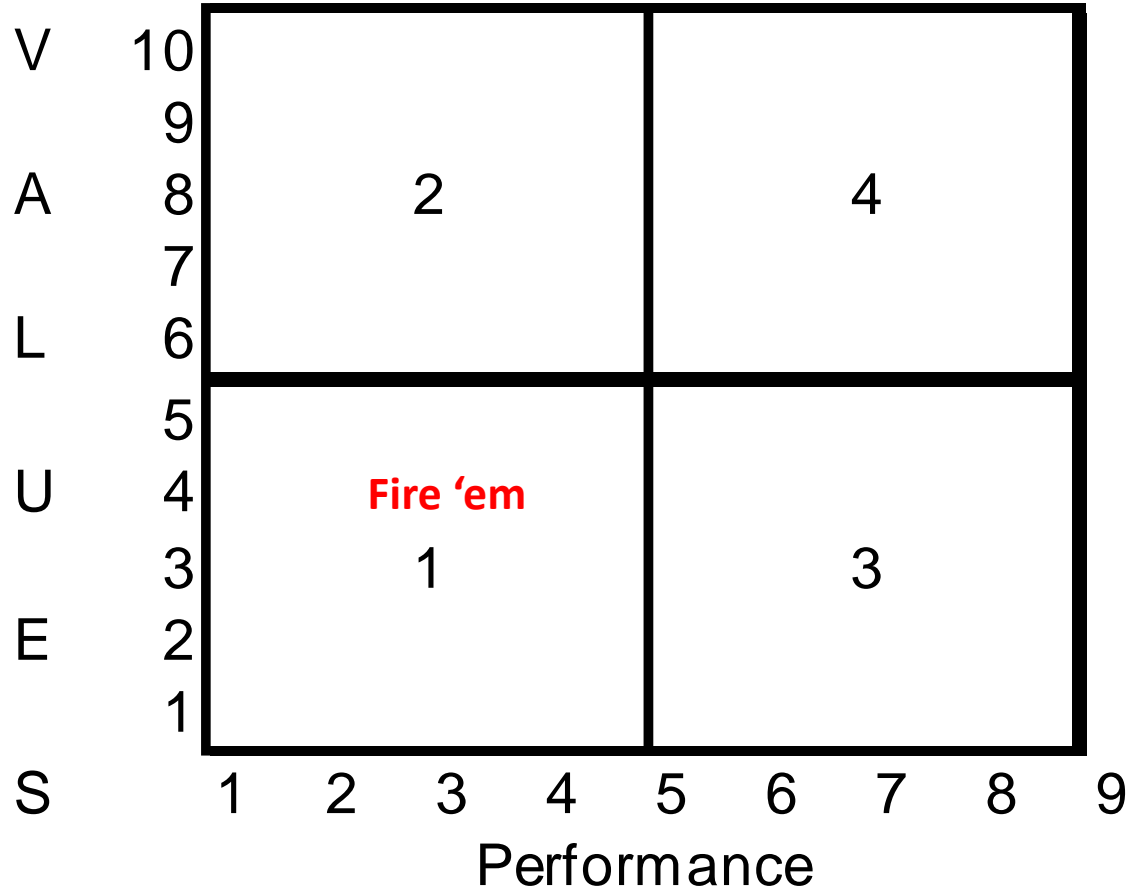
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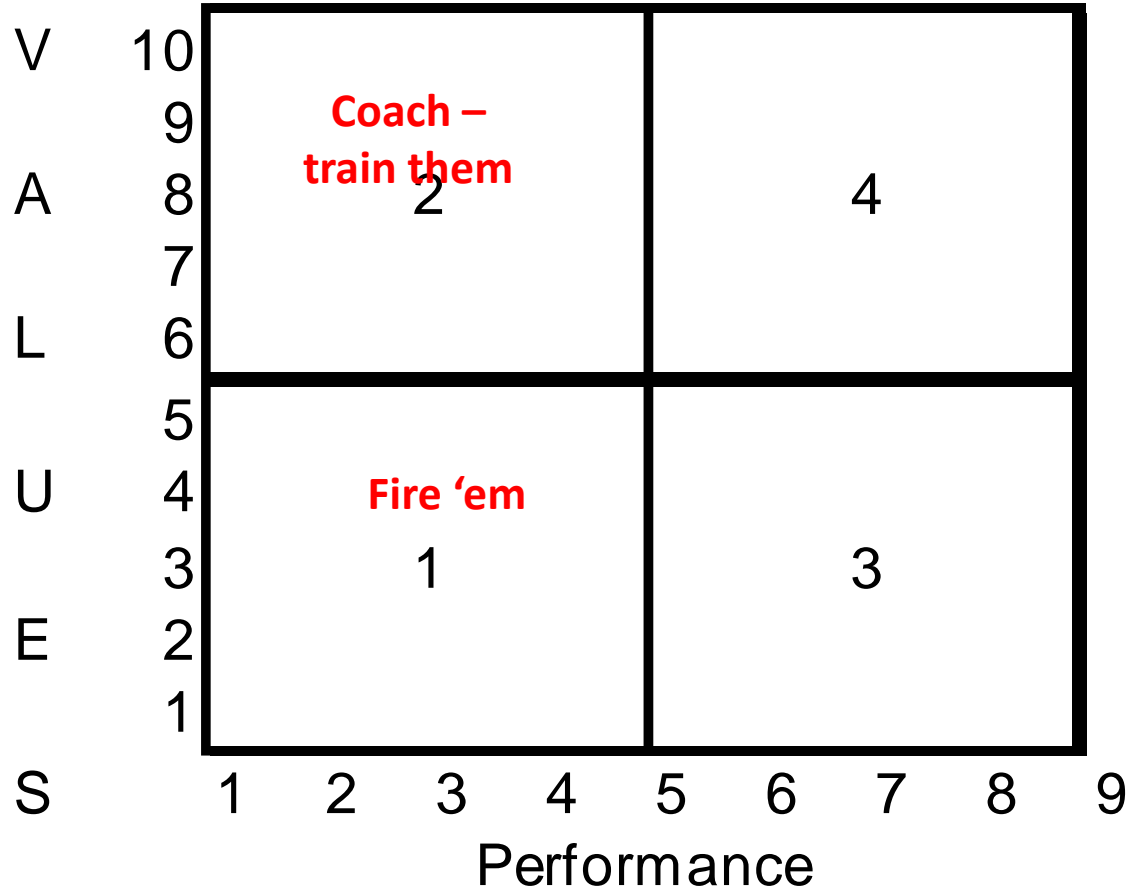
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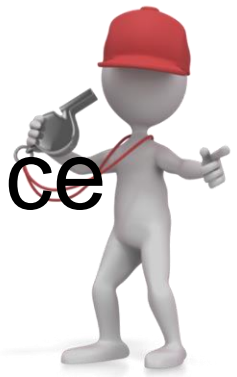
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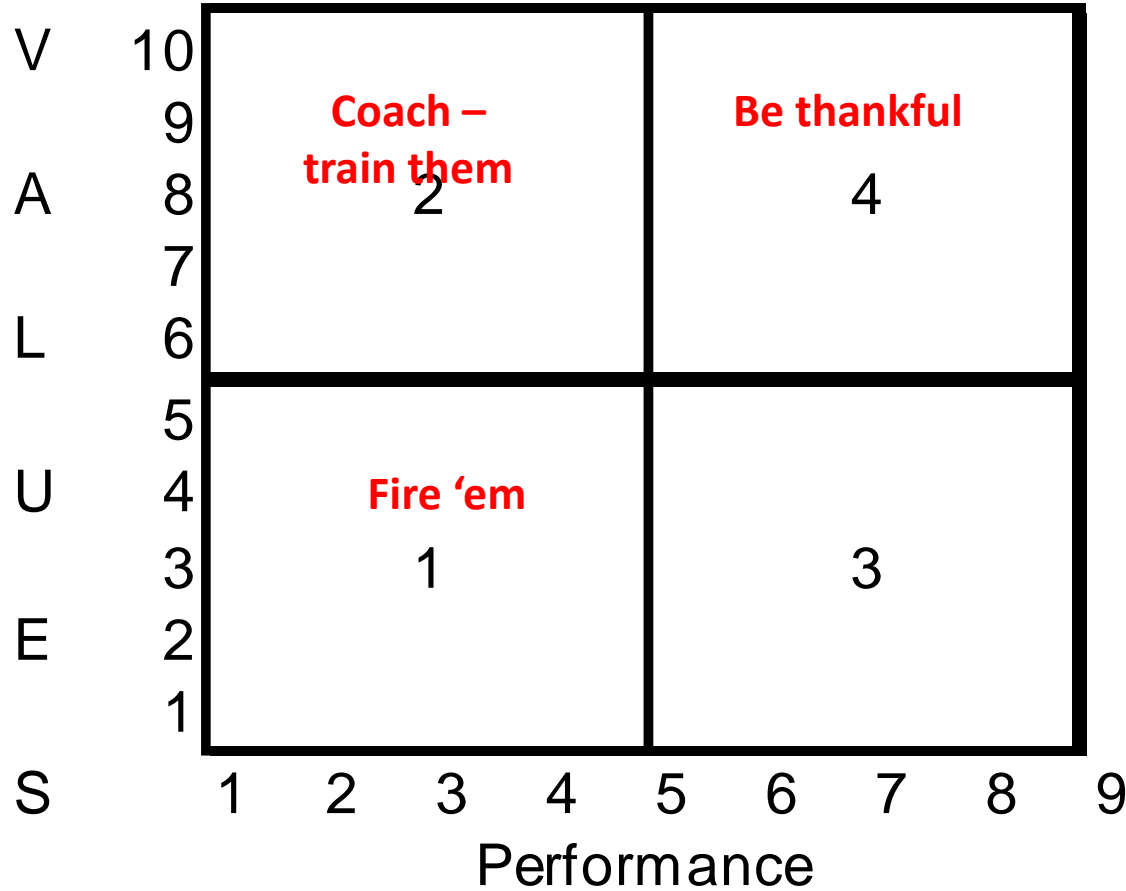
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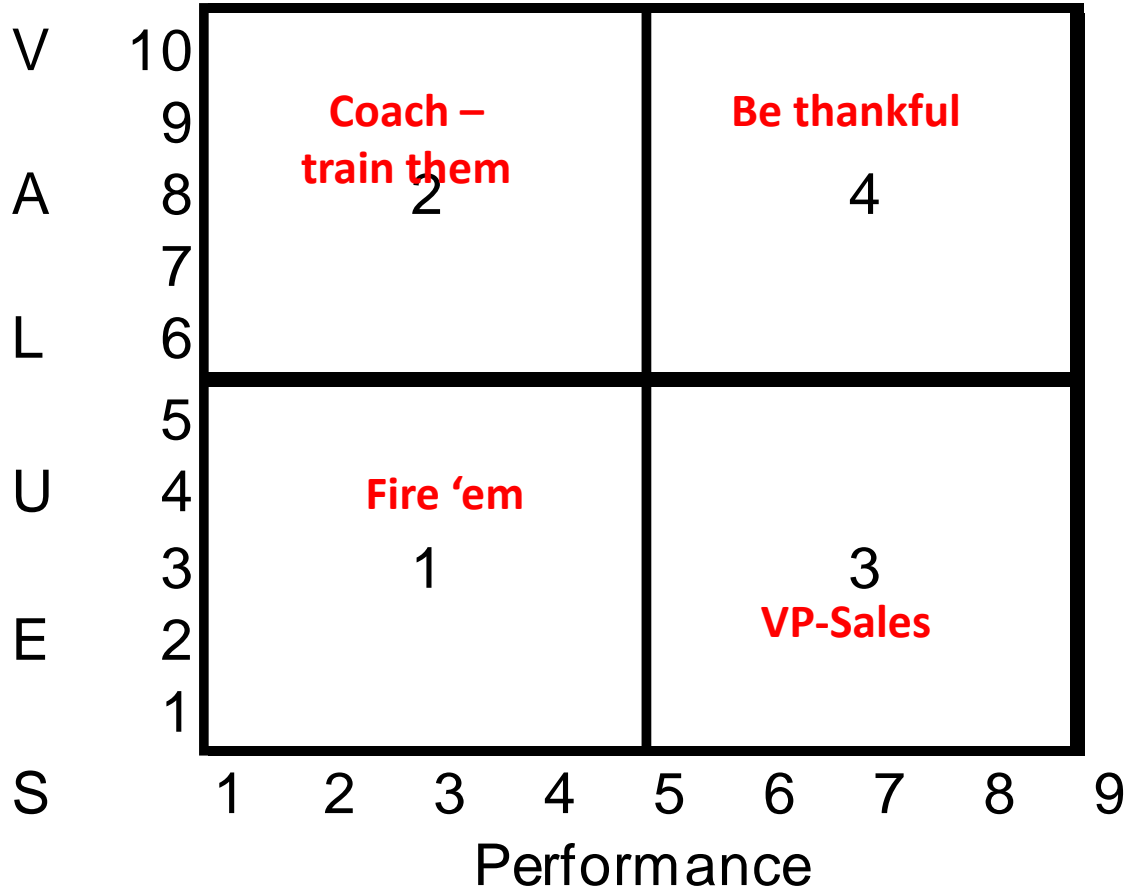
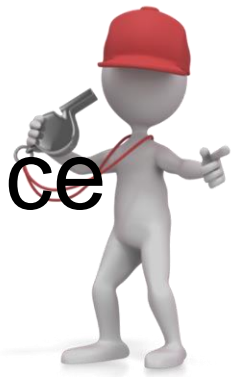
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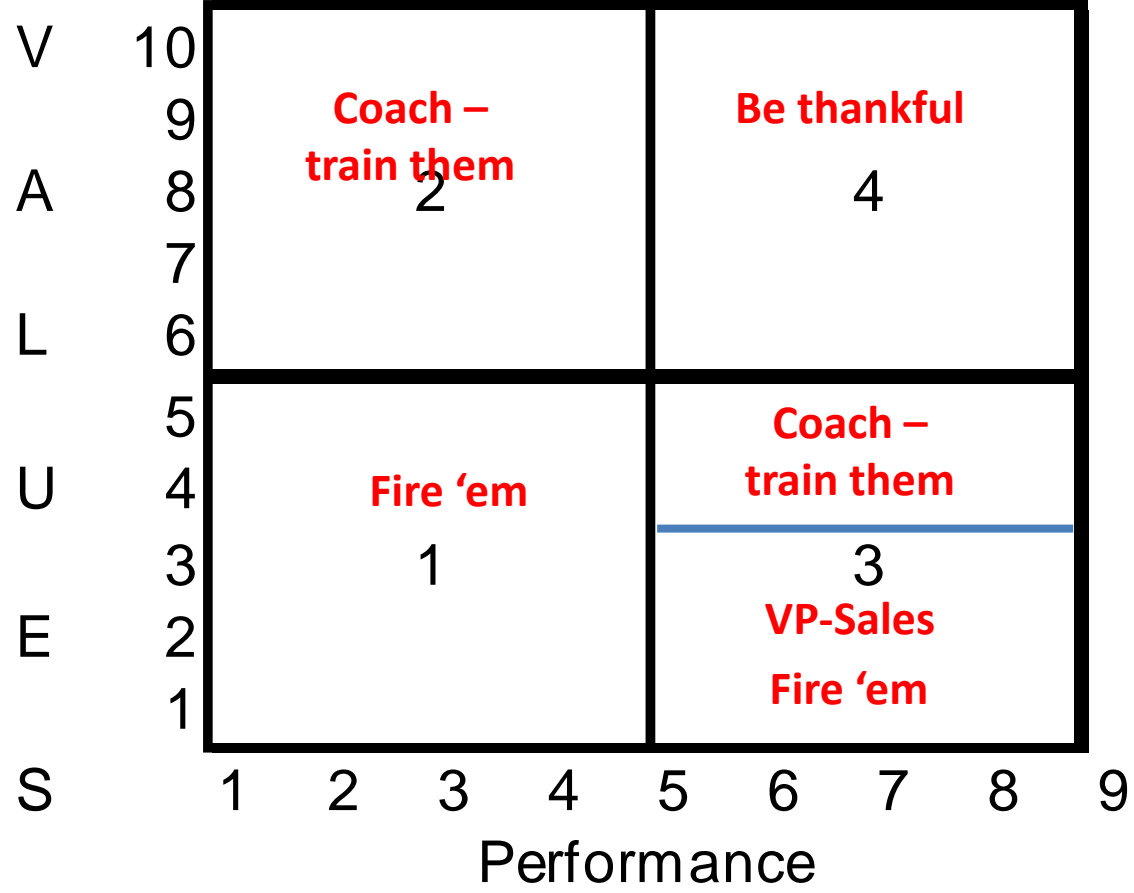
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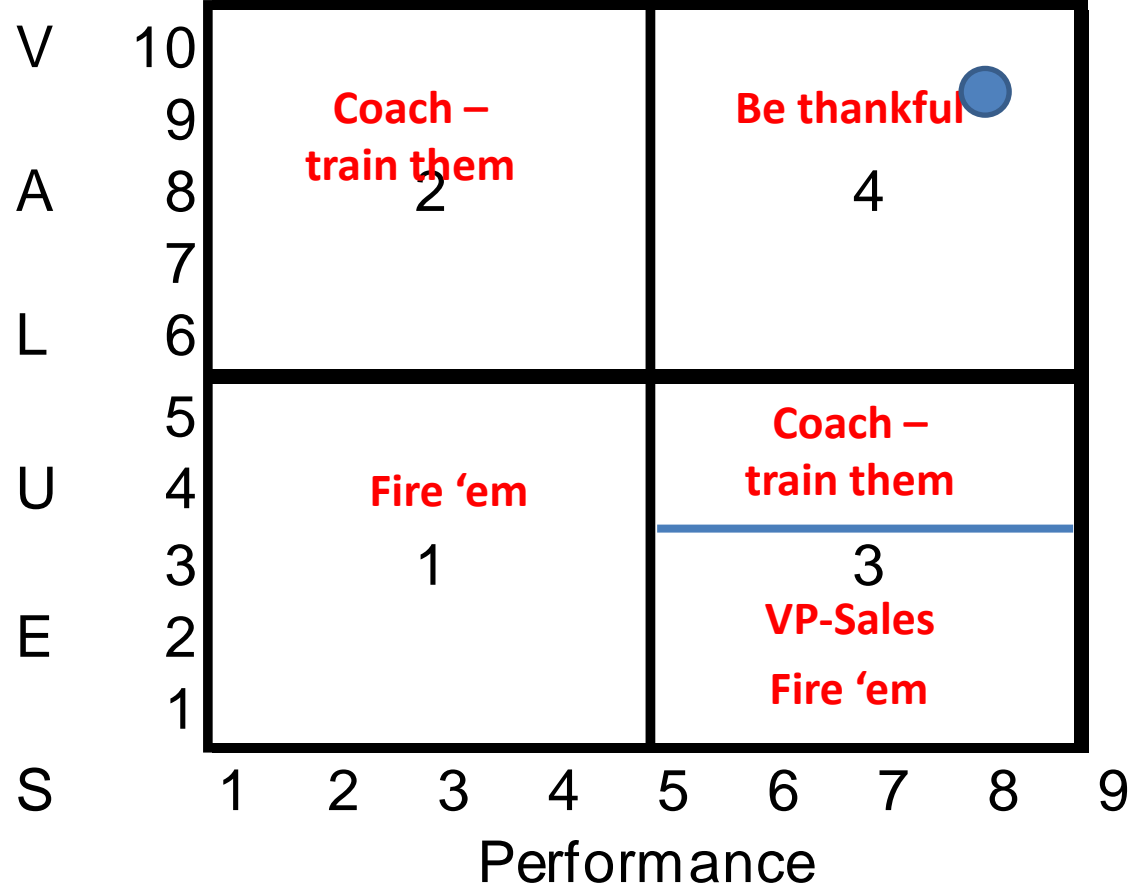
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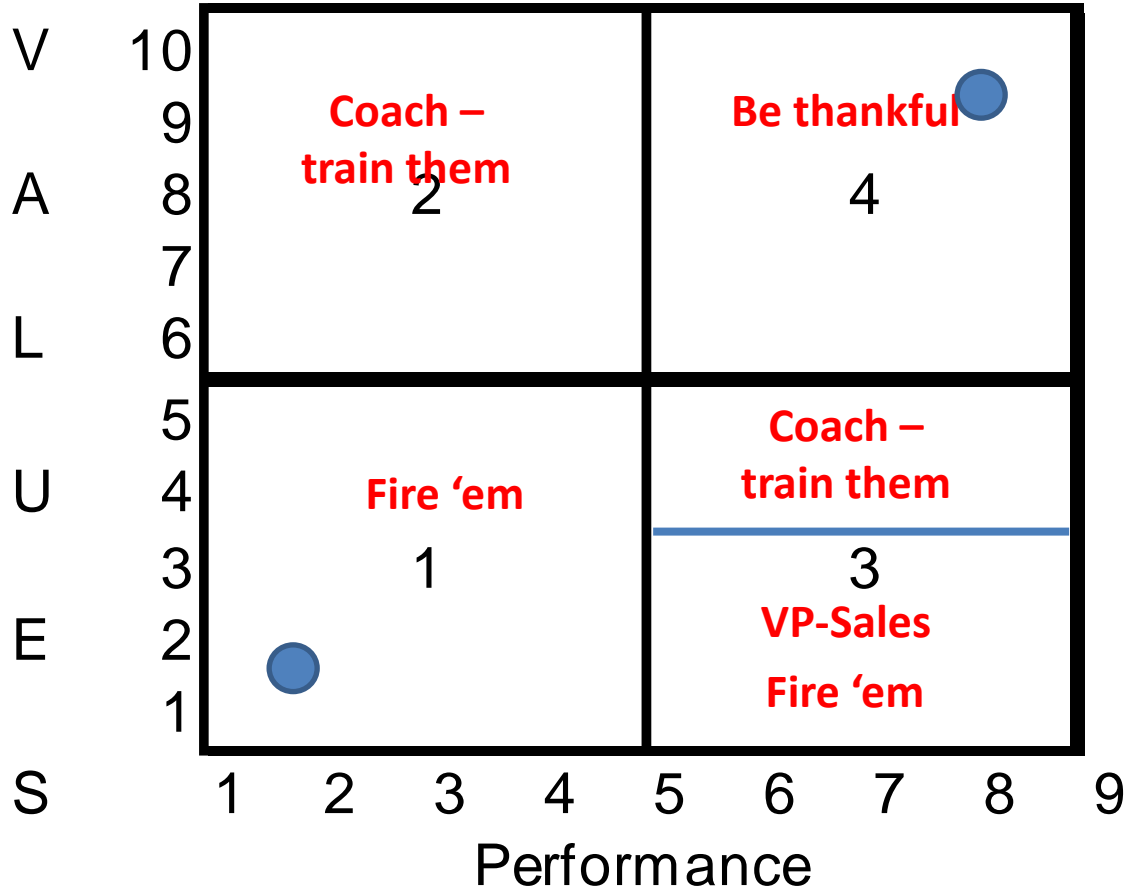
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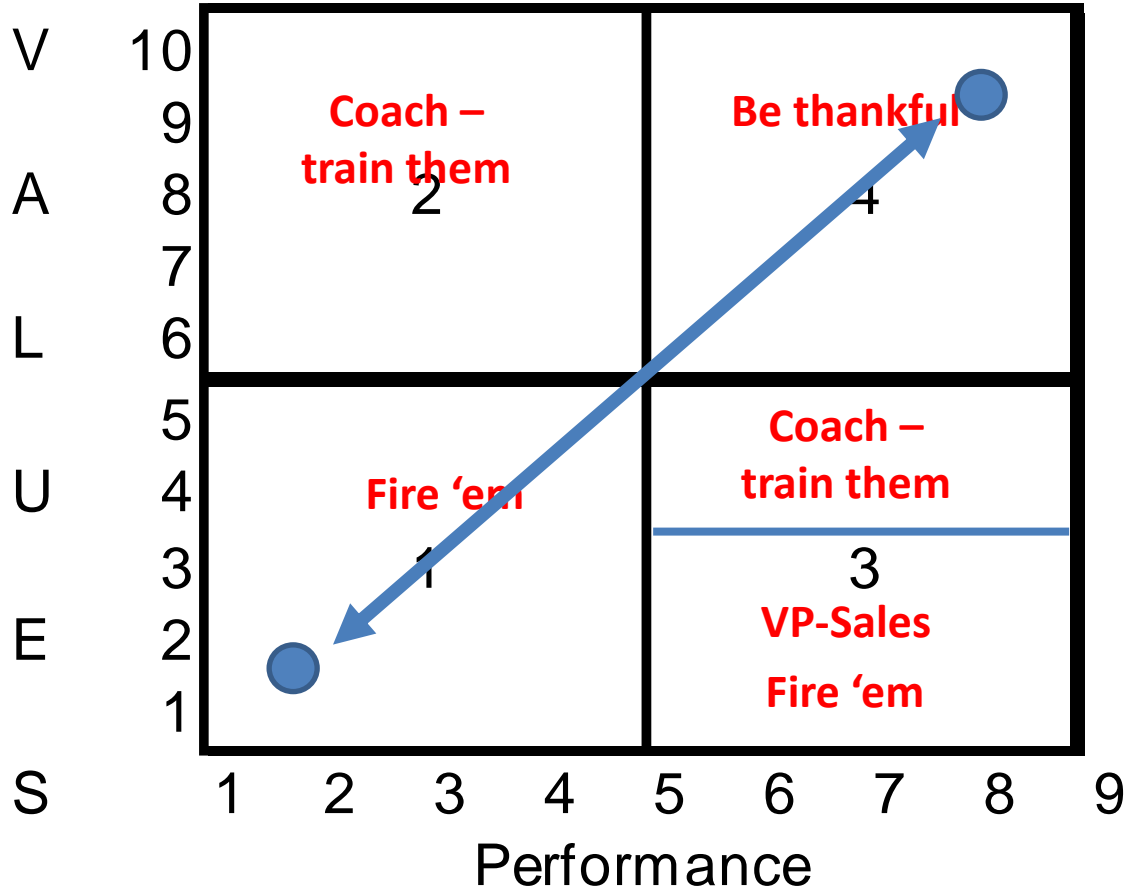
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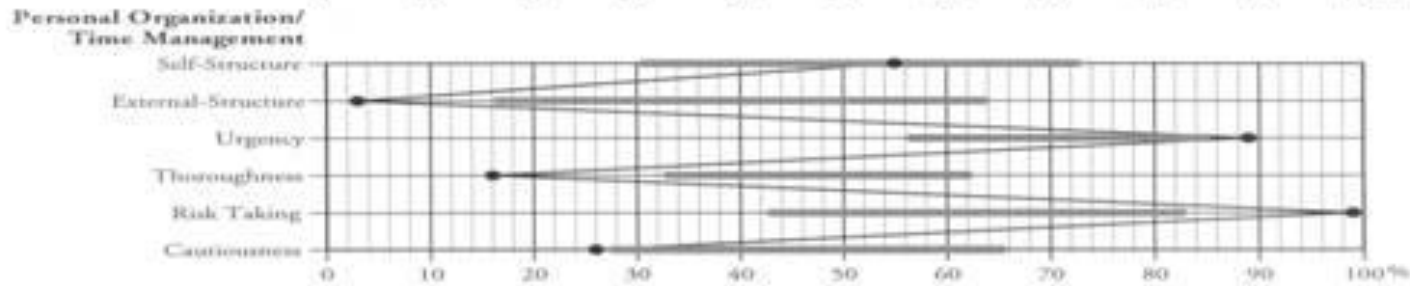
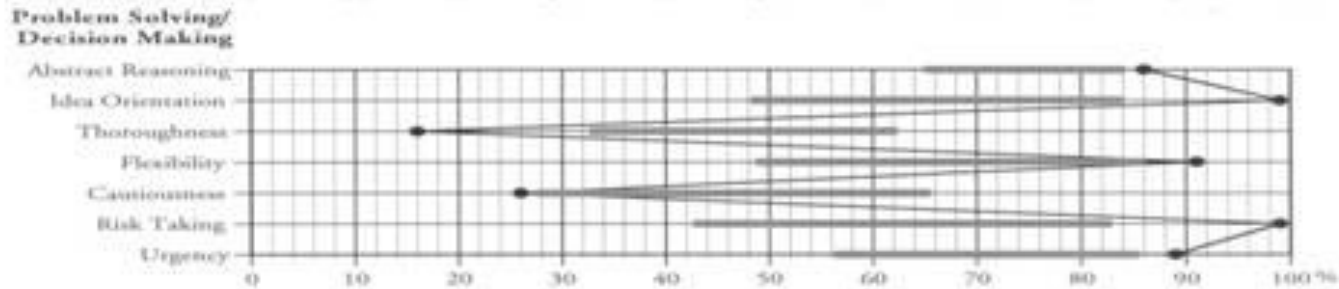
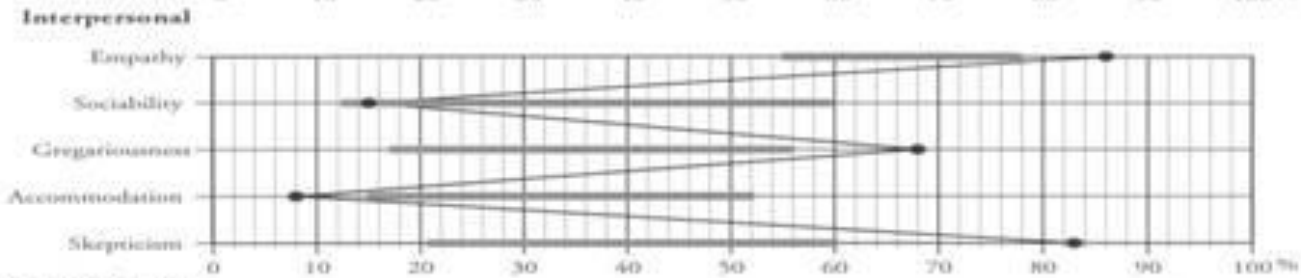
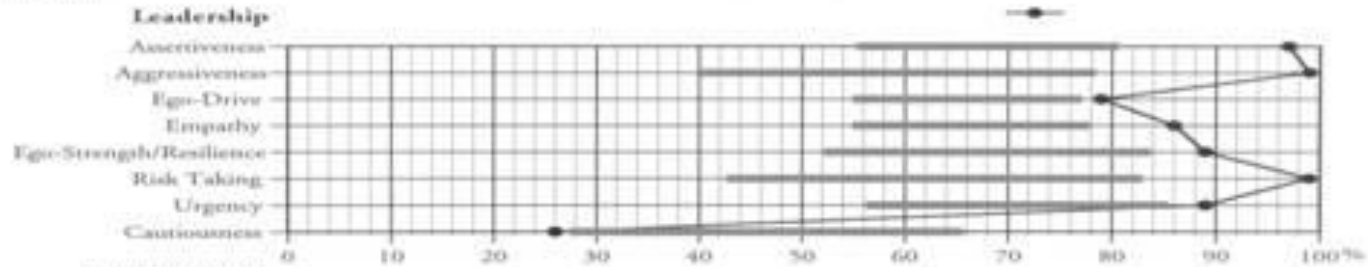
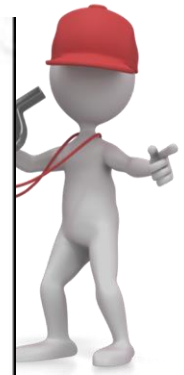
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Group Executives (n=11)



Note: Information on this graph is to be used in conjunction with specific work environment information. Your Caliper account manager and/or written report should always be consulted when interpreting findings from this graph. Results should not be used as a sole determinant of applicant or employee suitability.

IM
L
B
T

Myers Briggs



- Energy comes from E I
- Attention focused on N S
- How decisions are made F T
- Environment – comfort P J

www.humanmetrics.com

Click on “Jung Typology” Free Evaluation



Myers-Briggs

ISTJ	INTJ	ESTJ	ENTJ
ISTP	INTP	ESTP	ENTP
ISFJ	INFJ	ESFJ	ENFJ
ISFP	INFP	ESFP	ENFP

**I–Introvert, S–Sensing, T–Thinking,
J–Judging, E–Extravert, N–
I(N)tuitive, F–Feeling, P–Perception**

Concluding Comments



- Coaching vs. Managing
- Open Minded and Learners
- Goal setting
- NLP – Eye cues, mirror and match
- Culture Grid
- Personality Profiles



Questions?

More Information?



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