

Be the Right Coach for Anyone

How to use the award-winning RESPECT Styles™
to infinitely adapt your coaching

Presented by:
David Morelli, PhD, MCC



Poll: Who do you work with?

How does coaching work?



The #1 Leadership Skill = Coaching



Project Oxygen

What Does a “Good Coach” Do?



Wait, Who Are You?



Almost
30
Years

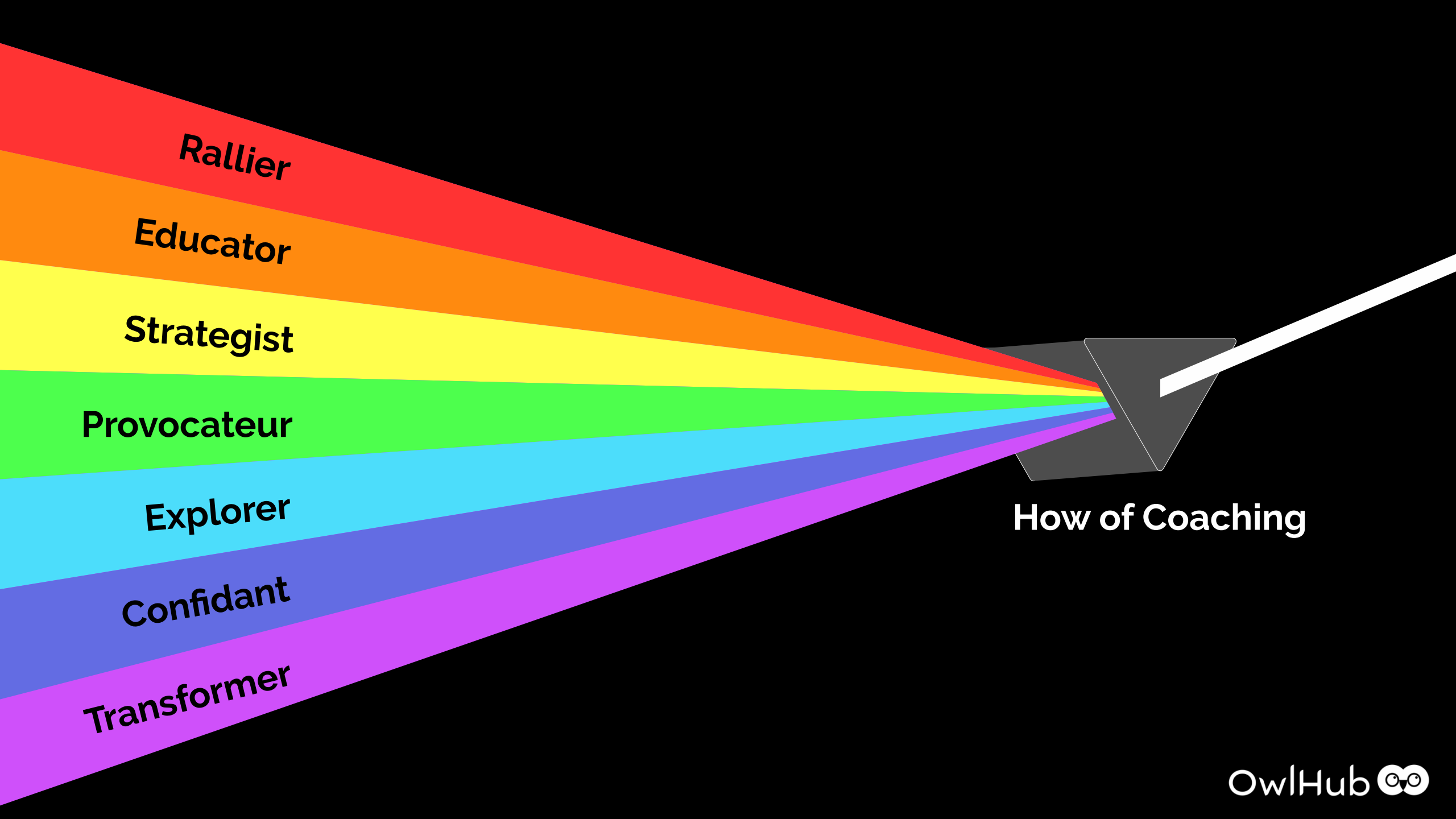


Sir Isaac Newton



Prism Research on Coaching





Rallier

Educator

Strategist

Provocateur

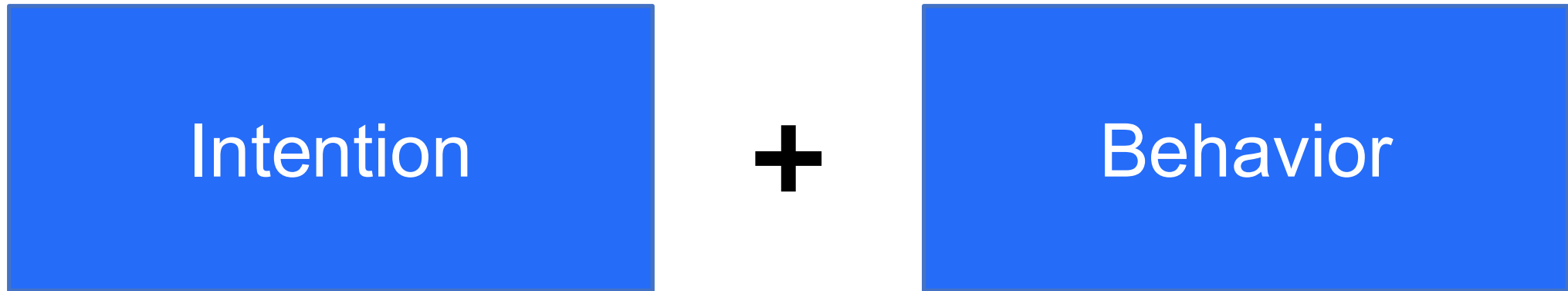
Explorer

Confidant

Transformer

How of Coaching

What is a Coaching Style?



What's Your Top Coaching Style?!



*You'll Compare Your Style to Another Coach in
a Breakout Room*

In Pairs

Answer:

1. What's your top style?
2. How does this style help you? (Example)
3. How might you overuse it? (Example)

Insights? Questions?



The Rallier

- Move others forward
 - Achieve measurable results
 - Set up accountability & goals
 - Build action plans & milestones
 - Motivation
-
- Q: “By when will you do it?”
 - S: “You’ve got this!”



The Educator

- Finds skill & knowledge gaps
- Helps grow capabilities
- Shares tools and frameworks
- Elicits what they've learned
- Integrates or teaches ideas

Ideally, teaching: ~2%

- Q: "What do you know about...?"
- S: "Here's some info that may help you..."



The Strategist

- Helping others solve problems
- Identifying patterns
- Turning complexity into plans
- Diagnosing & brainstorming
- May give guidance or advice

Ideally, advice: ~2%

- Q: "How can you solve this?"
- S: "Here's a way to look at it."



The Provocateur

- To challenge thinking/actions
 - ID the uncomfortable truth
 - Facilitate better decisions
 - Poke holes in logic
 - To help them rethink things
-
- Q: “Why could that fail?”
 - S: “That doesn’t sound quite right!”



The Explorer

- Seek out new thoughts/ideas
 - Assist with self-discovery
 - Expand thinking or views
 - Foster innovation & creativity
 - Use curiosity
-
- Q: “What’s truly important?”
 - S: “Tell me more!”



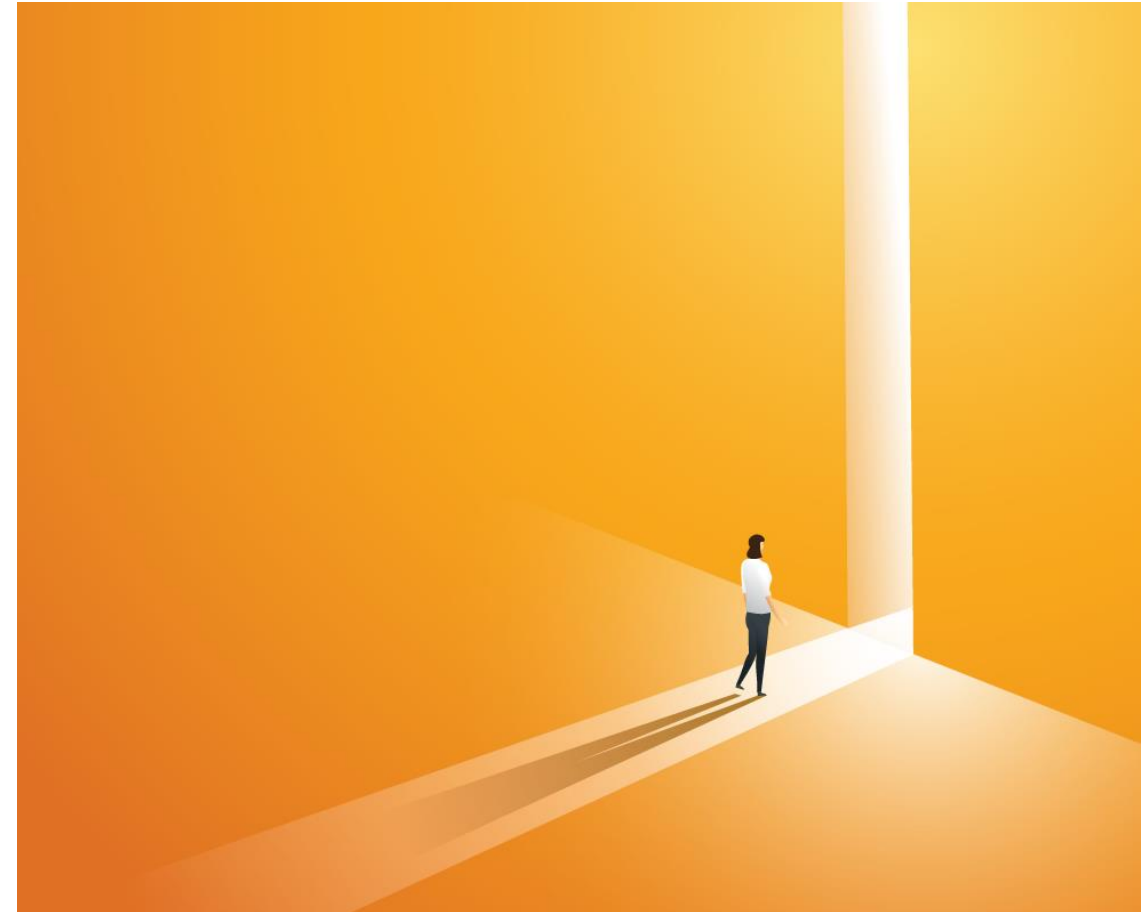
The Confidant

- To listen deeply
 - Create vulnerability & authenticity
 - Help others feel safe & seen
 - To empathize and relate
 - To be present with emotions
-
- Q: “How are you feeling?”
 - S: “Oh wow, that’s tough!”



The Transformer

- To see their potential
 - Expand inner capacities & gifts
 - Aspire to become the “best self”
 - Empower them through change
 - From challenge to opportunity
-
- Q: “What’s the gift in this?”
 - S: “You have more power than you know.”



	R	E	S	P	E	C	T
	Rallier	Educator	Strategist	Provocateur	Explorer	Confidant	Transformer
Motto	To achieve	To learn	To solve	To rethink	To expand	To empathize	To become
Summary of Style	To find motivation and accomplish more	To gain and apply knowledge	To help others find solutions	To challenge thinking and actions	To seek out new thoughts, ideas, and perspectives	To help others feel safe, seen, and heard	To help others embody their full potential
Intended Outcomes	To reach goals and improve performance	To build capabilities and skills	To help others resolve complex issues	To facilitate better decisions and create alignment	To assist with innovation, creativity, and self-discovery	To create vulnerability, authenticity, and connection	To fulfill inner possibilities and opportunities
Behaviors	Setting up accountability and action plans	Sharing or applying knowledge, tools, or frameworks	Brainstorming, diagnostic questions, and guidance	Prodding and poking holes in logic, plans, and actions	Asking broad questions to encourage new awareness	Being present with others' feelings, struggles, and experiences	Moving through inner limits to being their best self
Emotional Tone	Intensity	Reflective	Certainty	Tough Love	Curiosity	Compassion	Hope
Example Question	What action will you take?	How can you apply what you've learned?	How could you solve this issue?	Why would this fail, if it did?	What's truly important here?	How are you feeling?	Who do you want to become?
Example Statement	You've got this!	Here is some information that may help you.	Here's how you could look at it.	That doesn't sound right.	Tell me more.	Oh wow, that's tough.	You have more power within yourself than you know.



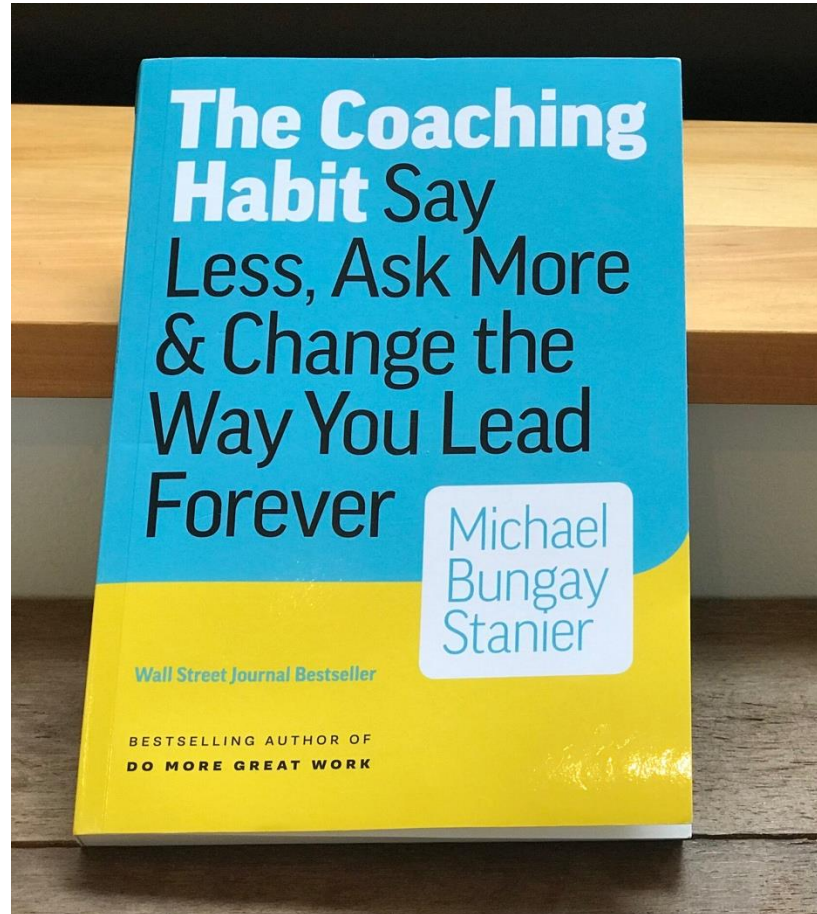
Now It's Your Turn!

1. What is something important you would like to talk about? (*Explorer*)
2. How are you feeling about this? (*Confidant*)
3. What is a potentially faulty assumption you're making about this? (*Provocateur*)
4. What have you learned in the past that may apply here? (*Educator*)
5. What problem would that help you solve? (*Strategist*)
6. What's the gift in this situation? (*Transformer*)
7. What action will you take now? (*Rallier*)

Style Power?

- **Goal?** *(Rallier)*
 - **Reality?** *(Explorer)*
 - **Options?** *(Strategist)*
 - **What will you do?** *(Rallier)*
- = 3 of 7

Style Power?



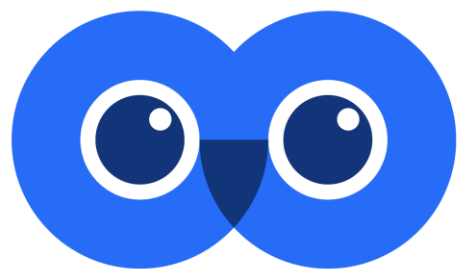
= 3 of 7

RESPECT and ICF Core Competencies

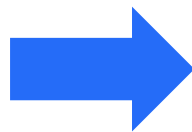
RESPECT Style:	ICF Core Competency:
Rallier	Partners with the client to design goals, actions and accountability measures that integrate and expand new learning
Educator	Shares observations, knowledge, and feelings, without attachment, that have the potential to create new insights for the client.
Strategist	Notices trends in the client's behaviors and emotions across sessions to discern themes and patterns
Provocateur	Challenges the client as a way to evoke awareness or insight
Explorer	Asks questions that help the client explore beyond current thinking
Confidant	Shows support, empathy and concern for the client
Transformer	Demonstrates confidence in working with strong client emotions during the coaching process

The ICF Recognized OwlHub with...

- 1. Most Innovative Award**
- 2. Most Valuable to the Coaching Profession Award**
- 3. Continuing Coach Education (CCEs) credits for their programs**

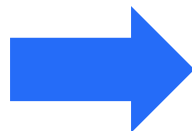


RESPECT
Coaching
Styles™



International
Coaching
Federation

Every
Single
Style &
Process



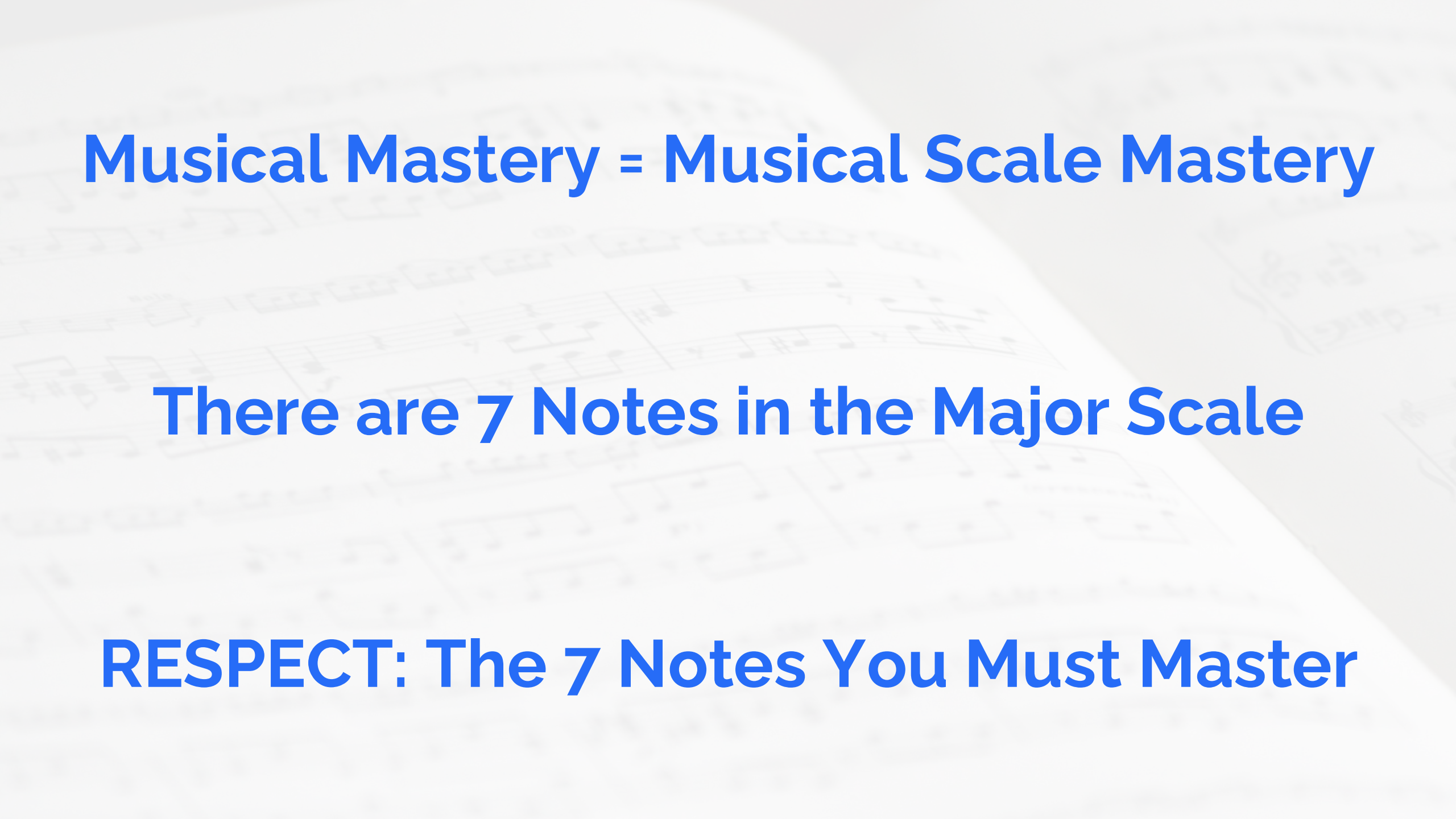
Every
Single
Core
Competency

A background image of a person playing an acoustic guitar. The person is wearing a light blue button-down shirt and a necklace with a pendant. The guitar is a light-colored acoustic guitar. The image is faded and serves as a background for the text.

Do You Listen to Music?

Do You Play Music?

Have You Mastered Music?

The background of the slide features a faint, light blue musical staff with various notes and rests, creating a subtle texture behind the text.

Musical Mastery = Musical Scale Mastery

There are 7 Notes in the Major Scale

RESPECT: The 7 Notes You Must Master

This Is Just The Beginning...!

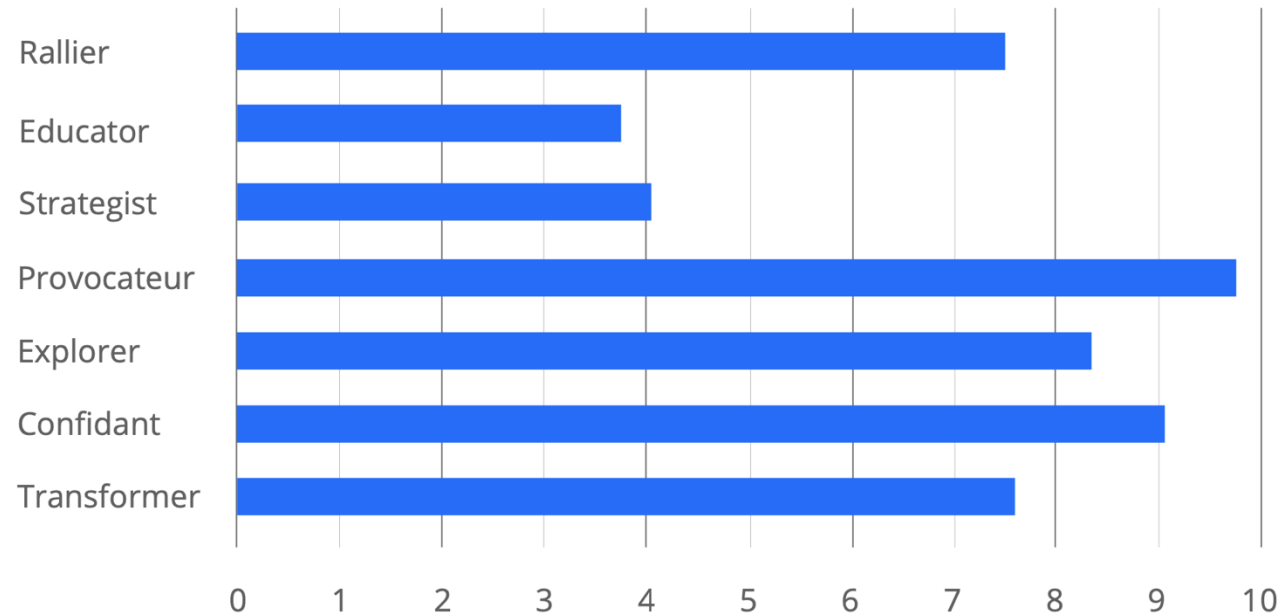
- You're learning the musical scale of RESPECT
- Then you have access to...
- How to choose
- When to use
- How to blend
- Infusing styles in tone, etc.
- Advanced style patterns
- Advanced techniques
- Training others in RESPECT
- Creating True Coaching Cultures in Organizations!



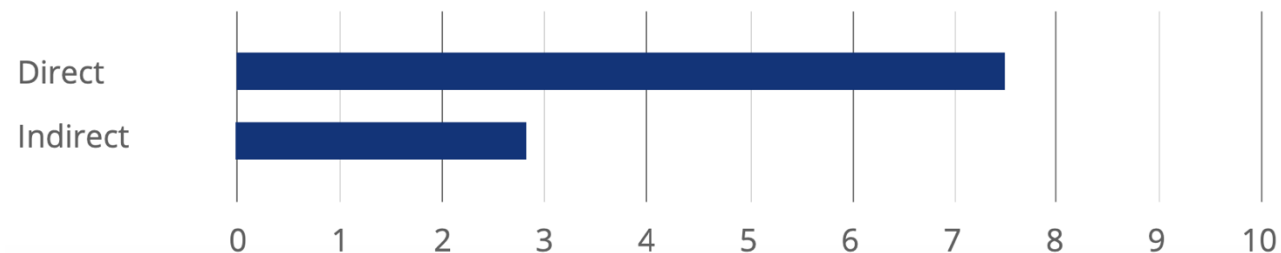
Implications for Coaching

Coaching Styles Report – MCC/Past ICF Pres.

Your RESPECT Coaching Style™ Scores

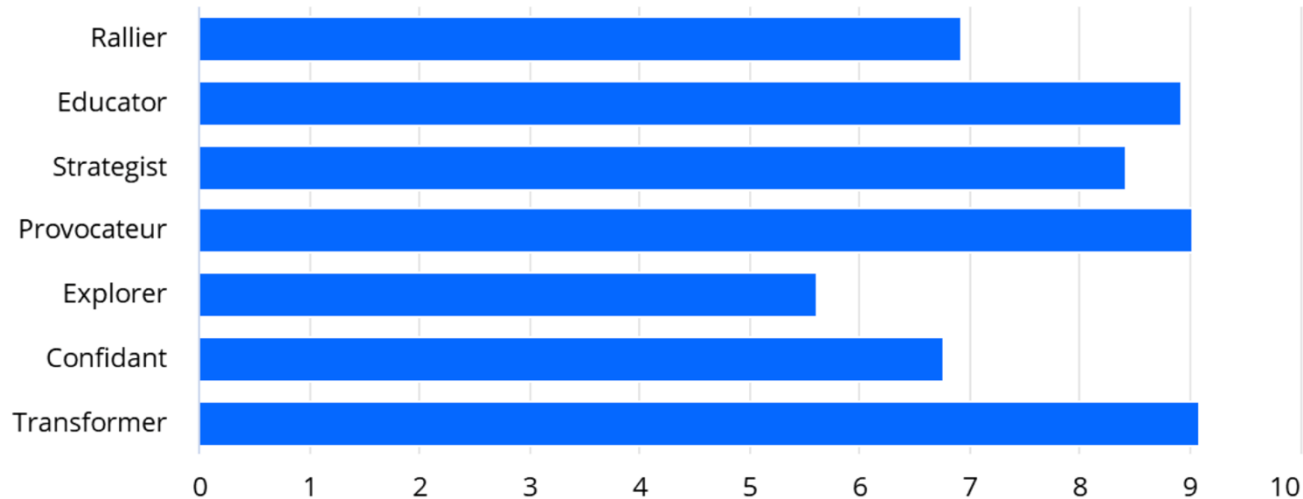


Your Style Expression Scores

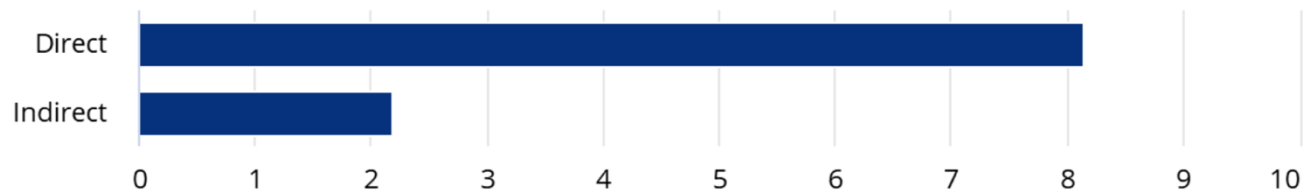


Coachee Preference Report

Their RESPECT Coachee Preference™ Scores



Their RESPECT Coachee Preference™ Expression Scores





**Let's See How Coaching to
Preferences Works!**

Implications for Coaching

- As Coaches:
 - We Can See Ourselves More Clearly
 - Focus on Growth Areas
 - Understanding How to Adapt to Coachee
- Better Coach/Coachee Matching & Connections
 - Solves the “Not a Good Fit” Problem
 - Solves the “Coaching Isn’t For Me” Problem
 - Better Coachee/Leader Outcomes
 - Better Client Business Outcomes
 - Stronger Pitches to Do Coaching
 - More Business/Revenue

Remember Project Oxygen?

1. Is a good coach (*all seven RESPECT styles*)
2. Empowers team and does not micromanage (*Transformer*)
3. Creates an inclusive team environment, showing concern for success and well-being (*Confidant*)
4. Is productive and results-oriented (*Rallier*)
5. Is a good communicator — listens and shares information (*Confidant + Educator*)

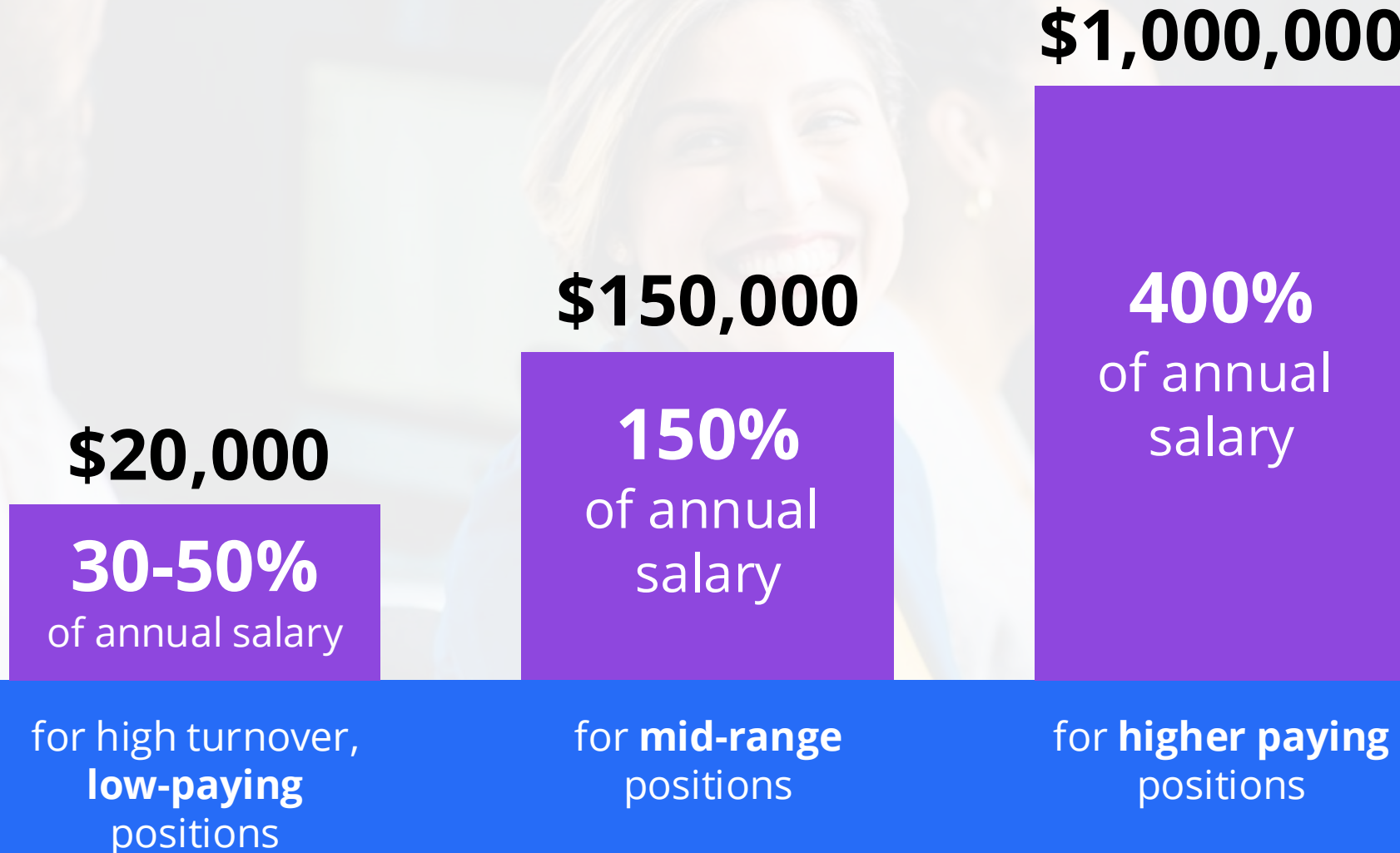
Remember Project Oxygen?

- 6. Supports career development and discusses performance
(Transformer + Rallier)
- 7. Has a clear vision/strategy for the team *(Strategist)*
- 8. Has key technical skills to help advise the team *(Educator)*
- 9. Collaborates across the organization *(Explorer)*
- 10. Is a strong decision maker *(Provocateur)*

Why Do People Quit? A Study

- Surveyed 234 workers who'd recently quit
- They indicated main reasons for quitting
- 90% quit due to a mismatch in the 7 styles

And employee turnover is costly.



High vs. Low Coaching Cultures Yield:

- ✓ 37% increased Y/Y Revenue Growth
- ✓ 59% increased Net Profit Margin
- ✓ 94% increased Return on Equity
- ✓ 24% increased Job Performance
- ✓ 24% increased Job Satisfaction

****Note: This is NOT based on RESPECT Coaching Styles. RESPECT is better!**

Case Study for Engagement

JobNimbus Case Study: 200-person tech company

- Every employee got RESPECT assessment & training
- **Employee engagement leapt 180% in only 3 months!**
- **100% of managers improved their coaching skills**
 - Measured via direct report pre/post surveys
- **Employee engagement still up 180%, 2 years later = permanent culture change**
- **Now the most successful tech startup ever created in Salt Lake City, UT**
based on their growth and valuation.

In Just 3 Years...

- One of top three Fortune 500 companies
- One of the top health care companies
- Capital One's internal coaching program
- Allstate's official model for internal coaching
- Used at one of the largest coaching companies in the world

Where to Focus?

Fastest Improvements by:

1. Focusing on your lower scores
 - Lowest style(s)
 - Lowest directness level
2. Build it into how you coach
 - Prep 3 Questions Each Call



Become a RESPECT Certified Trainer

- 20 hours of in-depth training
- Deep dive in each style
- Full RESPECT Styles™ presentation materials
- RESPECT Styles™ Facilitators Guide
- Access to ongoing community calls with certified trainers
- Taught by Dr. David Morelli, RESPECT Styles™ Creator
- Get 20 hours of CCEs from the ICF.



Questions?





Thank you!!!



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Rallier Sample Questions:

Direct:

1. What is the goal?
2. How will you measure it?
3. Which actions will create the most results?
4. What must you stop doing to achieve this goal?
5. When will you complete this?

Indirect:

1. What might the goal be?
2. How could you measure it?
3. Which actions might create the most results?
4. What would you potentially stop doing to achieve this goal?
5. When could you complete this?

Educator Sample Questions:

Direct:

1. How will you apply this idea?
2. When will you take time to learn this week?
3. What makes sense about this framework?
4. How will you ensure this insight doesn't slip away?
5. What's your plan for integrating this idea?

Indirect:

1. How could you apply this idea?
2. When may be best for you to learn this week?
3. What might make sense about this framework?
4. How could you ensure this insight doesn't slip away?
5. What's are some possibilities for integrating this idea?

Strategist Sample Questions:

Direct:

1. How can you solve this problem?
2. What are the primary inputs to this issue?
3. How will you minimize risk?
4. Who else do you need to involve?
5. What other options exist?

Indirect:

1. How might you solve this problem?
2. What are some inputs contributing to this issue?
3. How could you minimize risk?
4. Who else could you involve?
5. What other options may exist?

Provocateur Sample Questions:

Direct:

1. Why are you going down this road?
2. What role did you have in this failure?
3. How did you screw this up?
4. Whose job is it to lead your team, if not yours?
5. Why risk disengaging your team?

Indirect:

1. Why might you be going down this road?
2. What was your potential role in this outcome?
3. How could you have contributed?
4. Whose job might it be to lead your team in this, if not yours?
5. Could this potentially risk disengaging your team?

Explorer Sample Questions:

Direct:

1. What's possible here?
2. What's actually important?
3. What do you really want?
4. What is it?
5. Where does this need to go?

Indirect:

1. What might be possible here?
2. What could be important?
3. What do you potentially want?
4. What can it be?
5. Where might this need to go?

Confidant Sample Questions:

Direct:

1. How are you?
2. What are the sources of your frustration?
3. How are you doing with work-life balance?
4. How have you been feeling about your role?
5. What's going on with you?

Indirect:

1. How are things going for you?
2. What are some potential sources of frustration?
3. How are you doing in some of the areas with work-life balance?
4. What are some ways you have been feeling about your role?
5. What are some things going on in your world?

Transformer Sample Questions:

Direct:

1. What potential do you see here?
2. What does your deepest wisdom say?
3. What's unfolding here?
4. Who are you becoming?
5. What's the greater purpose here?

Indirect:

1. What potential might be here?
2. What could your deepest wisdom want to say?
3. What's possibly unfolding here?
4. Who might you be becoming?
5. What could the greater purpose be here?