

Powerful Conversations: Coaching at the Level of Identity

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For information about how to develop
advanced skills in Powerful Conversations,
see offers at www.leadingchange.net

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Conversations - For What Purpose?

To Solve Problems

- Behavior \Rightarrow Results
- Work on the problem.
- Win a finite game
(produce results now.)

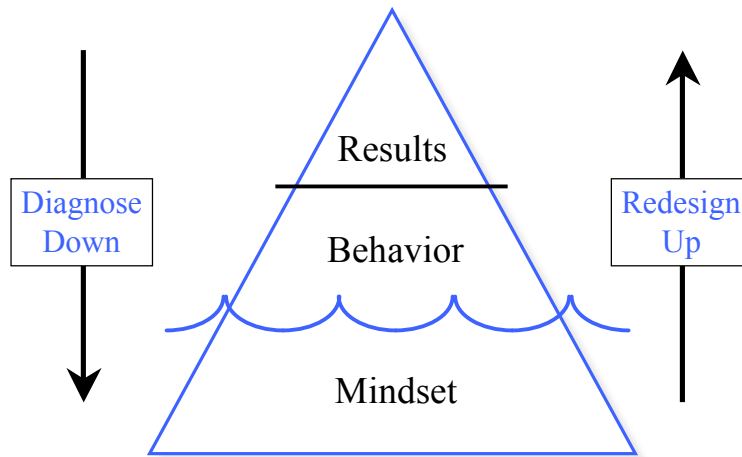
To Shift Identity

- Mindset \Rightarrow Behavior
 \Rightarrow Results.
- Work on the person who
brings the problem.
- Advance the infinite
game (learn to produce
sustained results.)

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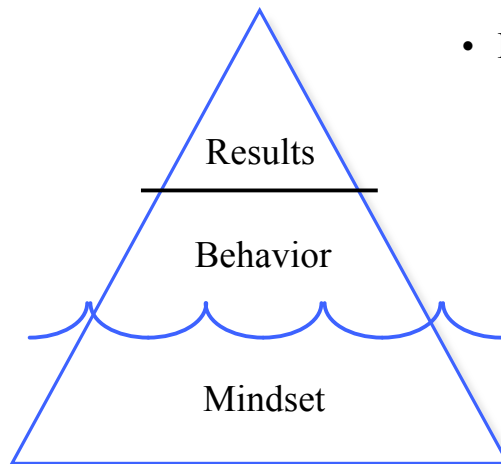
Levels of Conversation



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Mindset

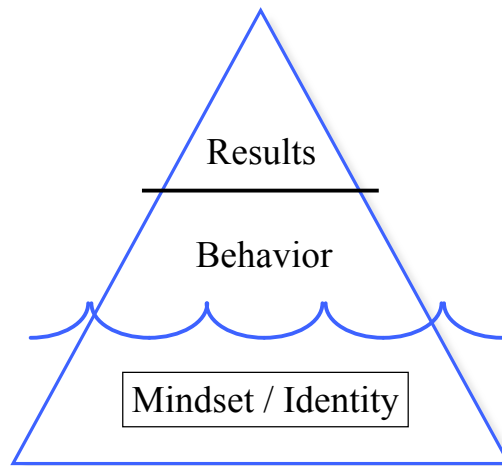


- Mindset refers to:
 - Intentions
 - Assumptions, beliefs
 - Unspoken thoughts and feelings
 - Attitudes
 - Moods

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Identity = Mindset x Time



- Vision
- Values
- Cares & Concerns
- Standards
- *Fears*
- *Rules*
- *Rigidities*

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Three Questions to Reveal Identity

- In this context...
 - How do I see myself?
 - How do I see others?
 - How do I see the situation?

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How do I see myself? How do I see others? How do I see the situation?

Susan

- “I’m surprised that I come across like that. It’s not what I intend.”
- “I wonder what I could do to create a different result? What would it look like?”
- “I’ll try this experiment. We’ll learn something.”
- “Now I’m much clearer about what we want and need, and I see a path for me to lead the organization there.”
- “Thanks! (Hey, shouldn’t we pay you more?)”

Bill

- “Yeah, I hear that a lot. It’s just not true.”
- “Believe me, I tried doing that, and it just doesn’t work.”
- “At their level I shouldn’t have to do X for them.”
- “I’m doing everything I can under the circumstances. They need to stop blaming me.”
- “By the way, how much are we paying you?”

Two Ways of Being

Reactive

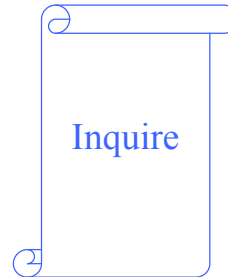
- Closed
- Disconnected
- Automatic
- Controlling
- Rigid
- Defensive
- Contracted
- Play small
- Role of victim

Generative

- Open
- Connected
- Intentional
- Creative
- Exploratory
- Determined
- Expansive
- Play large
- Role of owner

Round I: Basic Coaching Moves

- Listen.
 - Bracket your own views.
- Confirm understanding.
 - Paraphrase to check understanding.
- Ask probing questions.
 - Clarify thinking and stimulate ideas.
- Offer views.
 - Suggest new ideas.
- Define action steps.
 - Propose/elicit plans.



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Stages of a Powerful Conversation

Move from Intention to Results

Plan from a New Point of View

Generate Fresh Insights

Get to What Really Matters

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Round II: Three Big Distinctions of Identity

- **Belonging** (Inclusion)
 - Am I a part of...?
 - Am I apart from...?
- **Choice** (Control)
 - Am I in control of my circumstances...?
 - Are my circumstances in control of me...?
- **Affection** (Openness)
 - Is the world friendly...?
 - Is the world unfriendly...?

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Ways to Explore Identity



Life as a Story



Life in the Moment

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Essentials for Powerful Conversation

- **Distinctions** that are truly useful
 - Generate insight
 - Open new possibilities / close old ones
- **Intention** to make a big difference
 - Provide radical support and challenge
 - Listen for the gap between what they really want/need and what is actually showing up
- **Immediacy**
 - Present, open, connected to here and now
 - Is the River of Life flowing through you, or not?

I don't think people are looking so much for the meaning of life as they are looking for the experience of being alive.

-- Joseph Campbell