



Using the Behavioural Approach for Managing a Language Coaching Learnscape

Getting Unstuck

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Coaching - The Lure of Easy Answers

- The popularity of coaching owes much to the modern craze for easy and quick answers.
- Businesspeople in general—and **American ones in particular**—constantly look for new ways to change as quickly and painlessly as possible.
- Self-help manuals abound where Success is defined in 12 simple steps or 7 effective habits.

In this **environment of quick fixes**, psychotherapy has become marginalized. And coaches have stepped in to fill the gap, offering a kind of **instant alternative to fix past behavior**.

Reframing the present reality (the “BEING” in the Ontological Approach)
to make it sound good and acceptable (Positive Psychology)
sometimes ignores past life experiences (Logotherapy) that have brought our clients
to the *stuck* situation they find themselves in at the present.

- As management guru Warren Bennis observes, ***“A lot of coaching is really an acceptable form of psychotherapy.”***
- It’s still tough to say, ‘I’m going to see my Logotherapist today.’
- BUT - It’s okay to say, ‘I have an appointment with my coach today.’

Adapted: The Very Real Dangers of Executive Coaching by Steven Burgles (Harvard Business Review)

It's important to be clear what a professional **Career Coach** does.

Career Coaches should be able to **assist, teach, and guide** their client through the process of conducting a professional job search campaign.

In my opinion, here is a **list of deliverables** a Career Coach should bring to the table:

- Accountability - Reflection - Debriefing
- Alternative career options (self-employment, consulting)
- Assessment – Self-Assessment
- Assessment - Competency and Skills
- Assessment – Foreign Language Knowledge
- Assessment – Job Specific Language Knowledge
- Assessment – Language (Internal and External)
- Assessment Center Training (In-Tray and E. Tray Tasks)
- Case Studies (Job related – Competency related)
- Competency and Skills development (Filling in the gaps)
- Comprehensive Mock Interview Training
- Emotional Intelligence
- Finding a mentorship program (Internship)
- Interview preparation coaching (Behavioural Interviewing)
- Job Crafting
- Job search marketing strategy (Social Media)
- Needs Analysis (Verbal and written)
- On-boarding (Integration into the new organisation)
- Organisational Savvy (Corporate Networking)
- Performance Learning (Job Rehearsal)
- Possibility Thinking
- Professional networking and professional connectivity
- Psychological Contracting
- Researching a company
- Resumé and cover letter development
- Self- Leadership Skills development
- Setting career goals (interests and Aspirations)
- Social Capital
- STAR Approach to answering interview questions
- Talking about Money (Salary negotiation and benchmarking)
- Transitional Life Sculpting
- Utilizing executive search firms
- Working with Job descriptors from advertisements
- Worldview (Weltblick)

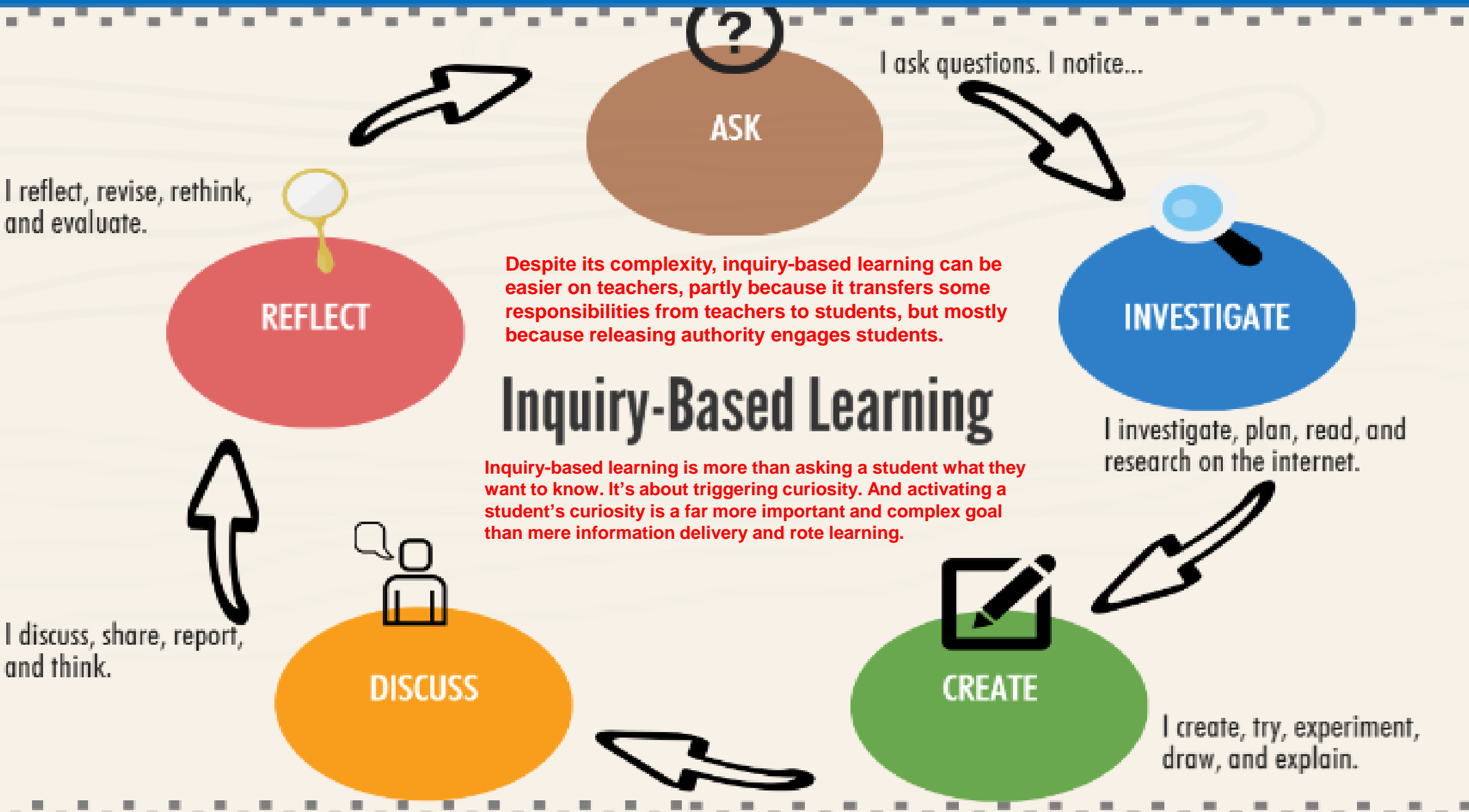
Cultural Aspects of Coaching (German Language)

 	adviser <i>auch: advisor</i>	  der Berater die Beraterin <i>Pl.: die Berater, die Beraterinnen</i>
 	consultant	  der Berater die Beraterin <i>Pl.: die Berater, die Beraterinnen</i>
 	counselor ^{espAE} / counsellor ^{espBE}	  der Berater die Beraterin <i>Pl.: die Berater, die Beraterinnen</i>
 	aide	  der Berater die Beraterin <i>Pl.: die Berater, die Beraterinnen</i>
 	counsel	  der Berater die Beraterin <i>Pl.: die Berater, die Beraterinnen</i>
 	mentor	  der Berater die Beraterin <i>Pl.: die Berater, die Beraterinnen</i>
 	analyst [FINAN.]	  der Berater die Beraterin <i>Pl.: die Berater, die Beraterinnen</i>
 	consultant to the company	 Berater des Unternehmens



Senniger's Learning Zones Model





Graphic Facilitation
(Mind Maps)
for
GTK Warm-ups
+
Formative Assessment Loops
(Feedback, Reflection, and Debriefing)

Learners step into L2 learning with assumptions, opinions, expectations, mind sets – and life experience.

(Using Metacognition Strategies to **ignite** the learning process right from the beginning)



12 Reflection Questions

1
Could I solve any problems today?

2
What are some of the important ideas, concepts, and factors I discovered today?

3
Can I take what I learned today and apply it to my own life?

4
What did the teacher do today that made this lesson easy to follow and interesting?

12
What is my "take-away" from this lesson?

11
What could the teacher/trainer have done to make this more interesting?

10
What can I walk out of the door with, that I did not walk in with?

9
What did I hear or see today, that I already knew?

8
Did I give my best effort on this assignment?

7
Did I make any self-realizations today?

6
Did I come to class today prepared?

5
What part of the lesson did I struggle with?

Business English Mind Maps for Language Coaching

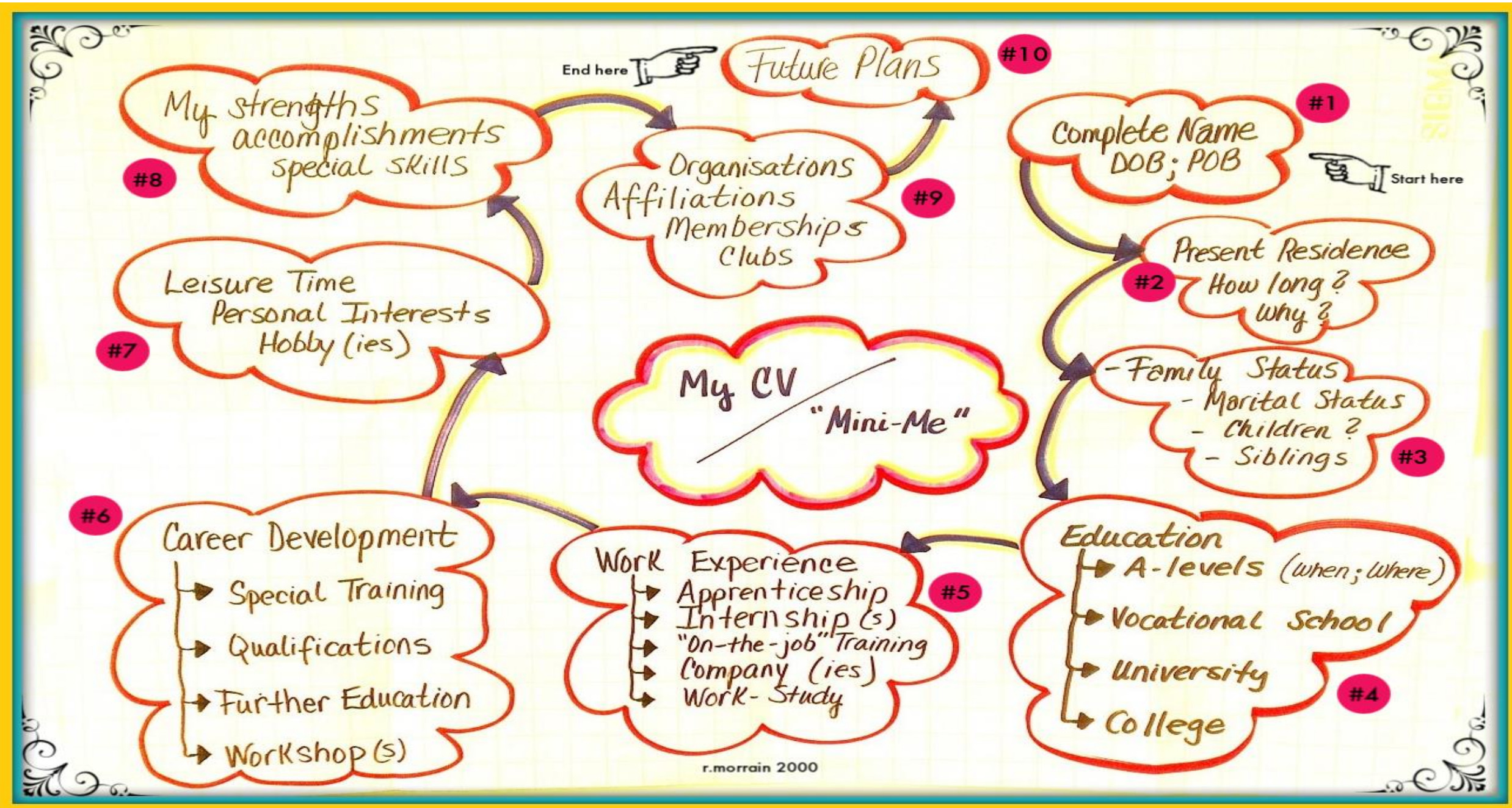
(Stage #1 - Probing)

Getting Unstuck and Moving On

- in an Adult Learning Context (Career Coaching)*
- B1+ to C1 Language Levels*

(Behaviorial Perspective mixed with aspects of Organisational Savvy)

Chunking + Scripting + Rote Learning = Authentic Product (Coach them through it!)





Turn your learners into teachers – The Workshop Approach to Language Training and Coaching

Is it just TBL or can you go to PBL?

TEAMWORK

What is teamwork?

1

What is the difference between teams and groups?

2

Working in a team
- advantages
- disadvantages

3

Describe the characteristics of an effective team player

4

Why do some teams 'not' work?

5

When is teamwork wrong?

6

Your teamwork story!

Dos + Don'ts of team leadership

Phases of team development

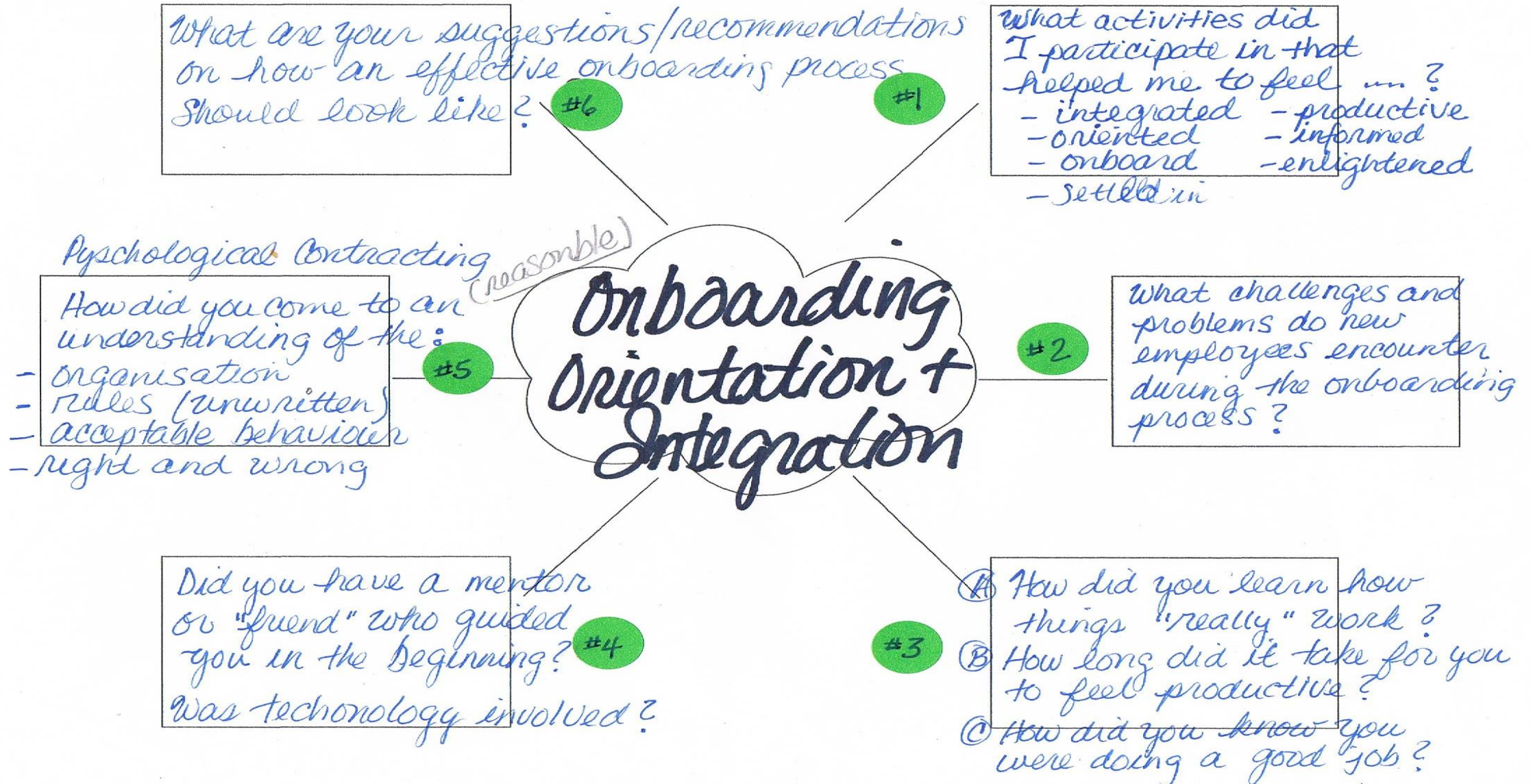
Teambuilding - How?

What are some of the challenges teams face while trying to accomplish a task?

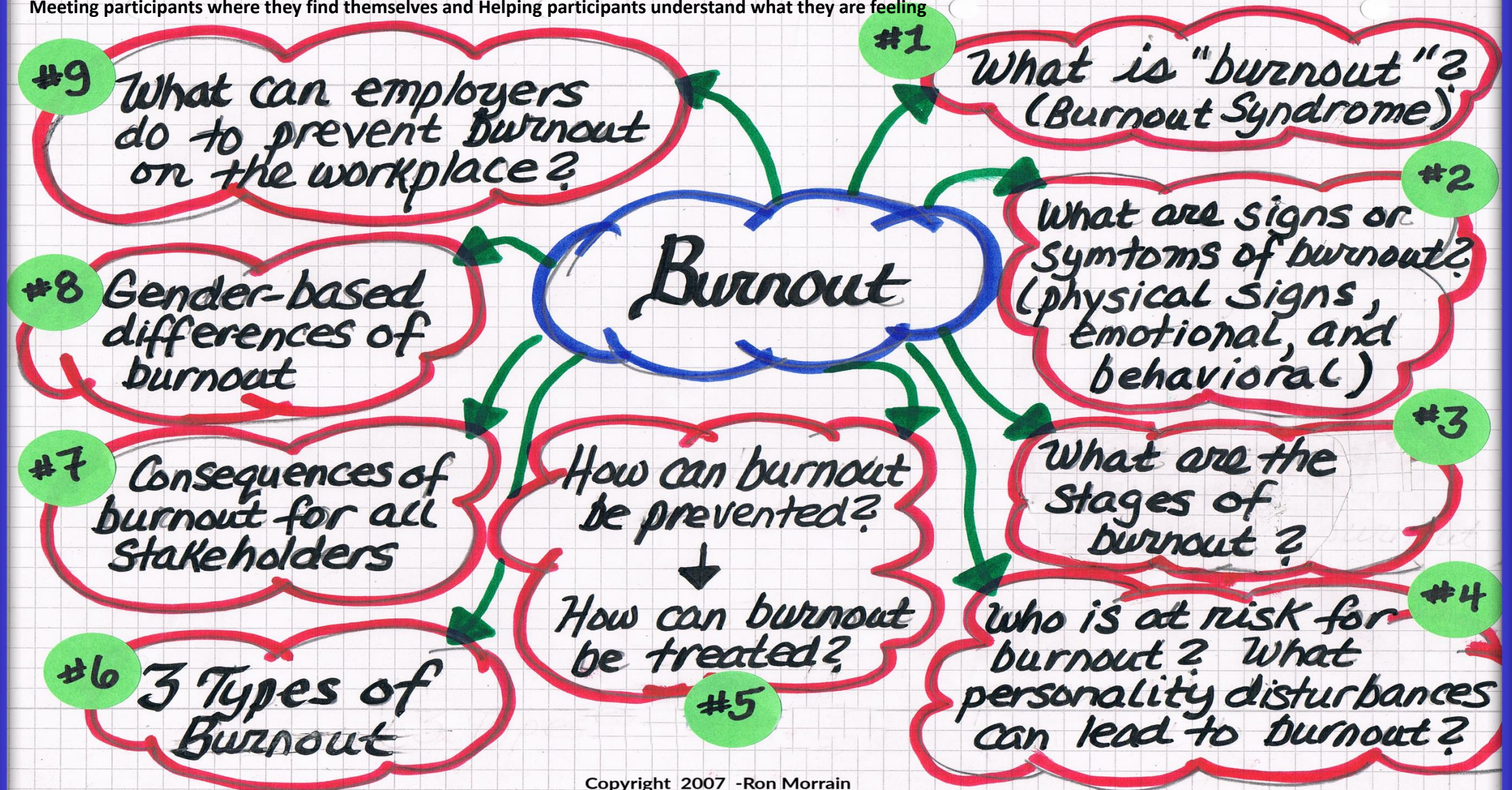
How to work with someone who is not a team player



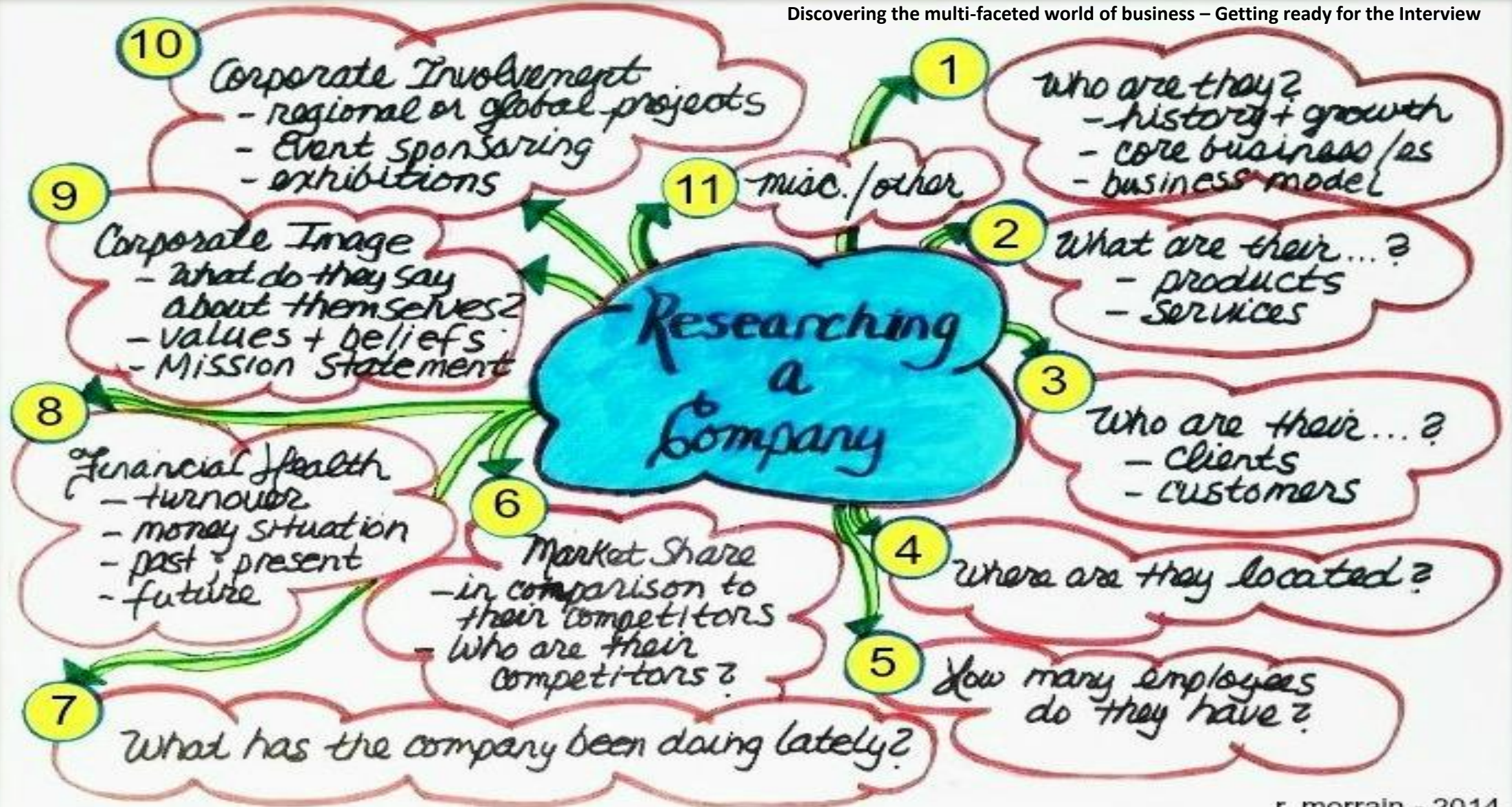
Talking about real on-the-job phenomena and sharing experiences



Meeting participants where they find themselves and Helping participants understand what they are feeling







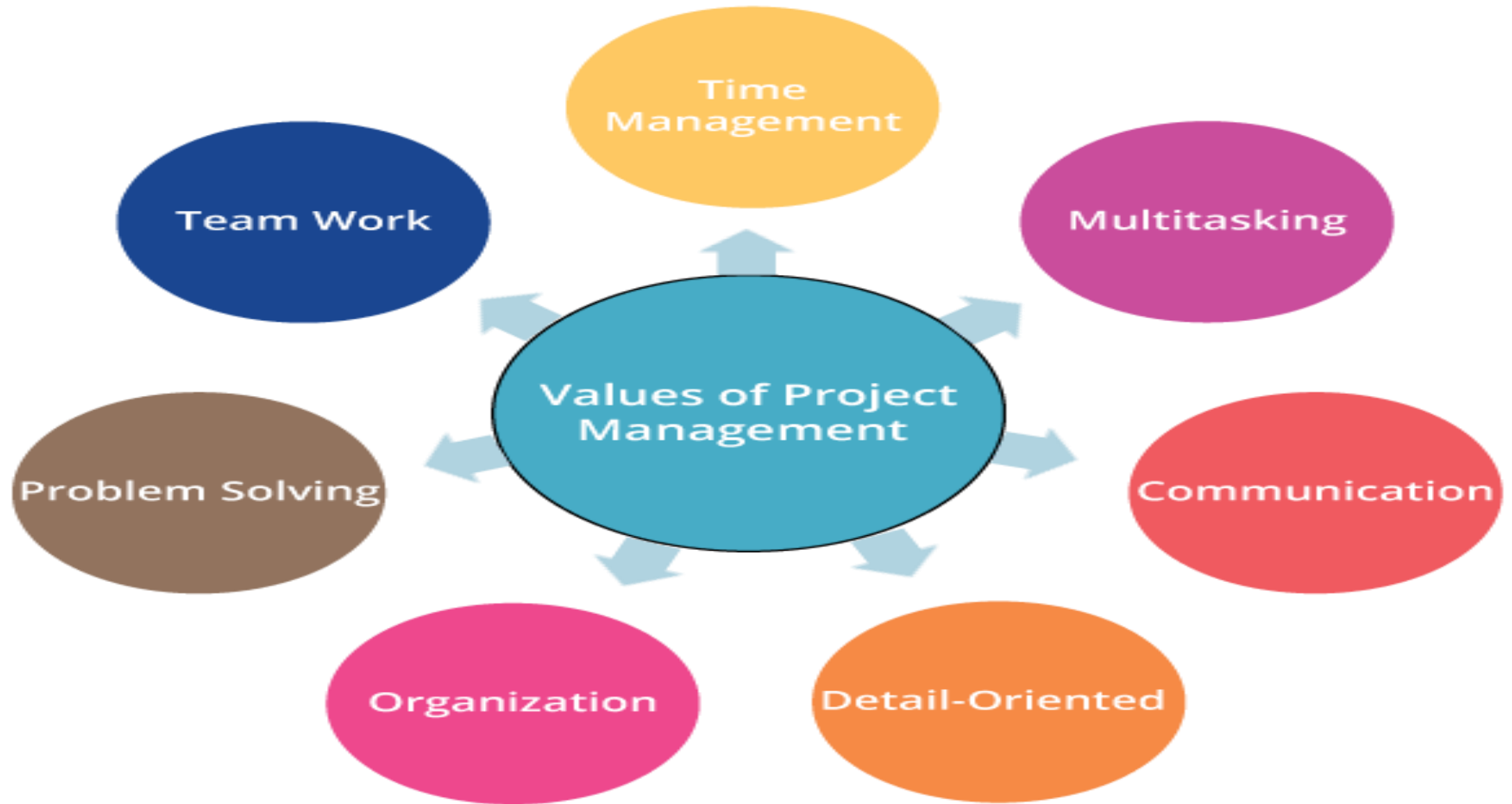
Business English Mind Maps for Language Coaching

(Stage #2 – Deep Mining)

****Getting Unstuck and Moving On****

- in an Adult Learning Context (Career Coaching)*
- B1+ to C1 Language Levels*

(Behaviorial Perspective mixed with aspects of Organisational Savvy)



my
Project
Story
in
12
Steps

12 Lessons Learned
Best Practices

11 Self development @ exit

10 Milestones; Successes

Barriers? Setbacks? Bumps?

9 Time ; Money (Budget)

8 Management Processes?

7 Benchmarking Process?

6 Describe the communication
and working environment

5 What skills and experience
did you bring to the table?

1 How did you get connected
to this project?
Why were you chosen for
this project?
How was the team put together?

2 Did any problems exist
at the beginning?

3 What were the goals?

4 What role did you play?
What tasks did you undertake?

Remember – *Reflection* - *Think Time*, and *Inner Voice* before and during the Coaching session



r. morrain - 2015

Heart of Organizational Savvy





Mind Maps
for
*The **STAR Approach***
In Language Coaching
(Stage #3 – Focusing)

S

Situation

Describe the situation you were in or the task you needed to accomplish.

T

Task

Describe the challenges and expectations. What needed to be done? Why?

A

Action

Elaborate on your specific action. What exactly did you do and how did you do it?

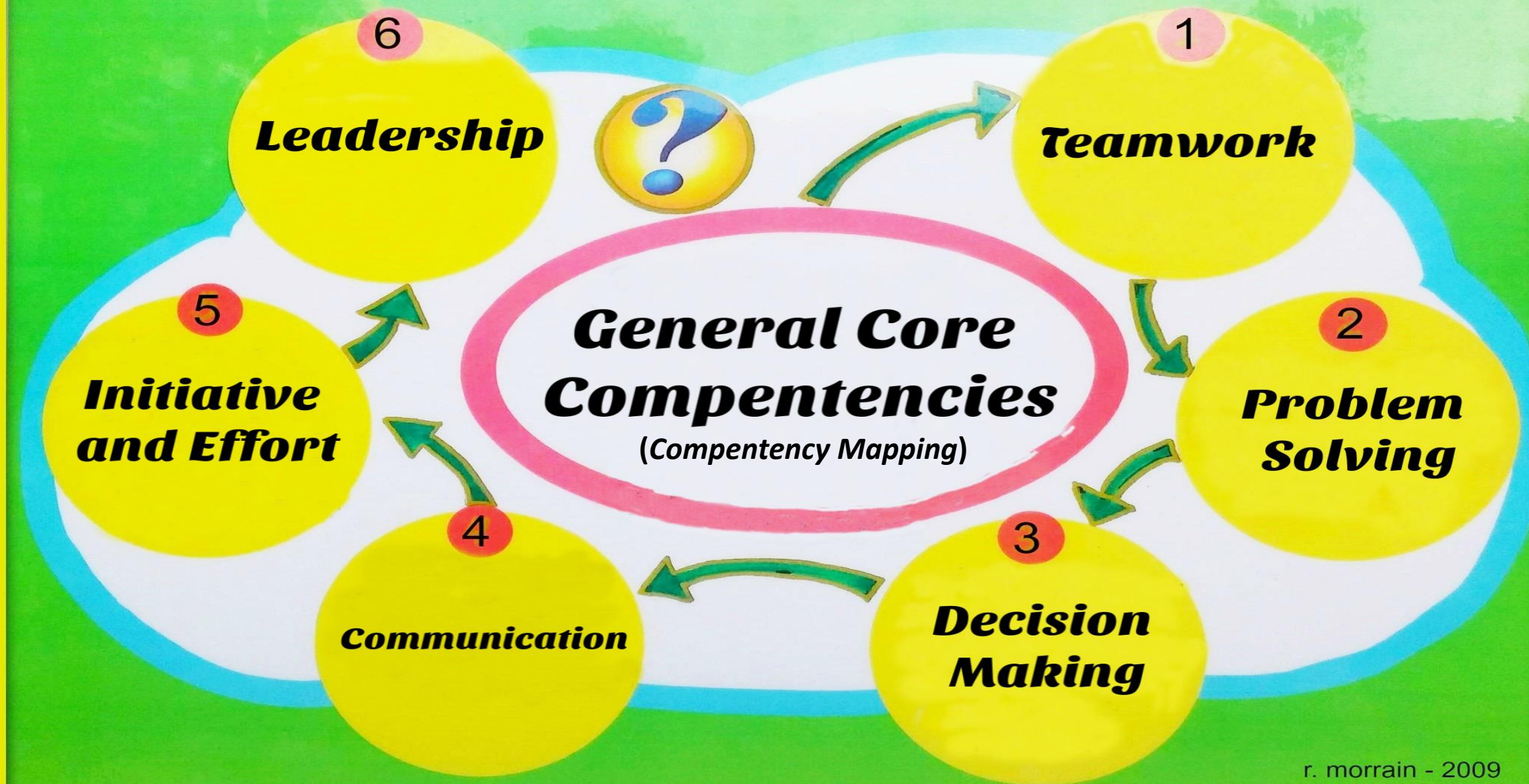
R

Result

Explain the result, including your accomplishments, recognition and the outcome.

STAR Approach = Moving from Hyperbole, Embellishment, and Hypothetical – Keeping it Real and Coming to the point

Coachees are sent a *Check List* of Skills and Competencies to prepare for the session



Behavioral
Interview
Questions:
Teamwork

9

Describe a project that required input from people at different levels of the organisation.

8

What could be the most difficult aspects of leading a team? How can they be overcome?

7

What has been (to date) the most difficult experience you have had when working in a team?

6

Tell us about a time when you have had to work with someone who did not share your ideas.

10

Describe a teamwork experience you found rewarding. Describe one you found disappointing.

5

Tell us about a work experience when you have had to work closely with others.

1

Teamwork gone wrong! What has been your direct or indirect experience with teamwork gone wrong?

2

When was the last time you had a disagreement with a peer?

3

Tell us about the most effective contribution you have made as part of a task group or a special project team.

4

Have you ever been in a situation where you had to lead a group made up of your peers?

Give me an example when you used good judgement and logic in solving a problem.

9

Describe a situation where you had a conflict with another co-worker, and how you dealt with it.

8

Tell us about a time when you were able to resolve a difficult situation by finding some common ground.

7

What recent success have you had with a difficult person? How did you resolve the situation?

6

Have you ever been caught unaware of a problem that you had not foreseen? What happened?

10

Behavioral Interview Questions

Problem Solving

Tell us about a time when you identified a potential problem and resolved it before it became a problem.

5

What are some examples of problems you have faced in your business career? How did you solve them?

1

Give me an example of a situation where you had difficulties with a team member. How was the situation resolved?

2

Some problems require unique approaches! When were you able to develop a different problem-solving approach?

3

Tell us about a time when you were faced with a problem which tested your coping skills. Outcome?

4

Behavioral Interview Questions: Decision Making

9 Tell us about a time when you have involved your manager or other colleagues in your decision making.

8 What kind of decisions are difficult for you? Please explain.

7 Everyone has made some poor decisions or has done something that just did not turn out right. What's your story?

6 Have you ever had to make a decision but did not have enough information to come to a good decision?

10 What are some of the important decisions you have made in the last 6, 12, or 18 months?

5 Discuss an important decision you have made regarding a task or project at work.

1 Could you describe your personal approach to decision making at work?

2 Have you ever had a situation where you had a number of alternatives to choose from?

3 In a current job task, what steps do you go through to ensure your decisions are effective?

4 Have you ever had to defend a decision you have made?

Behavioral Interview Questions:

Communication

9 How would you describe the approach you take when speaking to people at work?

8 How do you establish rapport with your colleagues or your managers?

7 Give me an example of when you were able to successfully communicate with ~~spo~~ from another culture.

6 How do you explain a complex technical problem to a person who does not understand technical jargon?

10 Tell us about a recent successful experience in making a speech or presentation.

5 How do you keep your subordinates informed about information that affects their jobs?

1 Have you ever had to "sell" an idea to your co-workers or to a group?

2 Describe a situation where you felt you had not communicated well to a co-worker, (or manager)

3 What have you done to improve your communication skills lately?

6 Give me an example of a time when you were able to communicate with a difficult person.

Behavioral Interview Questions Initiative and Effort

9 Give two examples of things you have done in previous jobs that demonstrate your willingness to work.

8 Talk about a time when you made a suggestion to improve the work in your organisation.

7 Tell us about a time when a task had to be completed and how you were able to focus on reaching the goal.

6 How many hours do you put into your work? What were your study patterns at school?

10 Tell us about a task or project which demanded a lot of initiative and effort to complete.

5 Give an example of an important goal that you set in the past. Talk about your success in reaching your goal.

1 Tell us about a time when you have had to adapt to a situation over which you had no control over.

2 Tell us about a time when you had to go above and beyond the call of duty in order to get the job done.

3 Tell us about a time when you were able to work on several tasks at the same time without compromising any goals.

4 Describe a project or idea that was implemented primarily because of your efforts. What was your role and the outcome?

9

What leadership roles have you undertaken outside of work? How did you personally benefit from this role?

8

Describe the most challenging negotiation which you have been involved in?

7

Have you ever had to lead a group where two members did not work well with each other? Outcome?

6

How do you take time to listen to what your staff has to say about their opinions and ideas?

10

What do you consider your best leadership achievement on the workplace?

Behavioral Interview Questions:

Leadership

Give me an example of a time when you lead a team that did not work out as well as you had planned.

5

What would you say best describes a successful leader? - and vice versa?

1

How would you describe your leadership skills? (formal and informal)

2

Give me an example of when you were able to motivate your team to improve their performance?

3

How do you deal with people who have surpassed their personal goals?

4

I feel safe to call myselfbecause I know what I bring to the table:

Language Coach (Language Trainer)

Career Coach

Instructional Coach

**My education, work-life experience,
and skills are my qualifications.**

Don't put the cart before the horse !!

People come to a Language Coach because the desired target language is what they need to move ahead in their life.

What word are you going to put in front of "Coach"?