



Féilmeannacht na Seirbhíse Sláinte  
Health Service Executive

Quality Improvement Division



# QI TALK TIME

Building an Irish Network of Quality Improvers

## QI Coaching Conversations

20<sup>th</sup> March 2018

Connect

Improve

Innovate

# Speaker

**Elaine Fallon, RGN, RM. Director of Nursing and  
Midwifery, NMBI 57846**

Elaine has held nursing and midwifery positions in England, Jersey working as Ante Natal Services Manager for 13 years and here in Ireland for 22 years.

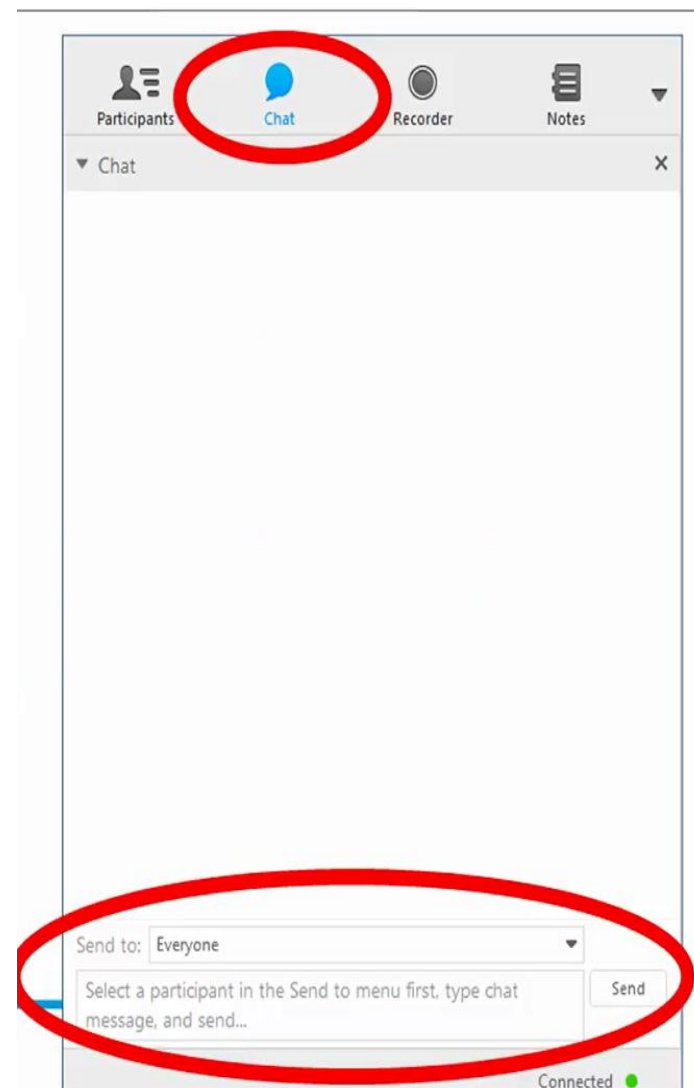
She has been involved in QI since 2013, leading out on the work for a National Patient Safety Culture Survey, developing Quality Indicators, developing Quality Profiles and, as a National QI Advisor, on the Framework for Improving Quality in Irish Healthcare.

Elaine has particular interests and engages regularly in Coaching and Mentoring with HSE staff and other external organisations. She is also an Advocate for 'Person-centred care' and has successfully completed training on the 'Developing Cultures of Person Centredness' programme.



# Instructions

- Interactive
- Sound:  
Computer or dial in:  
**Telephone no: 01-5260058**  
**Event number: 844611690**
- Chat box function
  - Comments/Ideas
  - Questions
- Keep the questions coming
- **Twitter: @QITalktime**



# Effective Coaching Conversations in healthcare

**Ms. Elaine Fallon**  
**Director of Nursing and Midwifery**  
**&**  
**National Quality Improvement Advisor**



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Tús Áite do  
Shábháilteacht **1** Othar  
Patient Safety **1** First

# Objectives

- To give an overview of what coaching is and how to engage in a coaching conversation
- To provide participants with understanding of **basic** coaching principles, tools and techniques for leading coaching conversations
- To reiterate three core things to remember for being an effective Coach

# Benefits of Coaching

- Opportunity to work with people (usually) motivated to grow / change
- Opportunity to make a difference
- Huge potential in job satisfaction
- Enables augmentation of your normal management style
- Special opportunity to ‘walk with’ someone through difficulty – an enriching experience

# Coaching Definition

“Partnering with clients in a thought-provoking and creative process that inspires them to maximise their personal and professional potential, which is particularly important in today’s uncertain and complex environment..”

International Coach Federation definition of coaching  
([www.coachfederation.org](http://www.coachfederation.org))

# What is Coaching?

- Coaching incorporates an appreciative approach
- Begins with personal interview
- Between sessions client asked to complete specific actions
- Coach may provide additional resources





# International Coach Federation - Ireland



**Eleven core coaching  
competencies developed into  
4 main groups**

# Core Competencies

**A Setting the Foundation**

**B Co-creating the Relationship**

**C Communicating Effectively**

**D Facilitating Learning and Results**

# Conversational Intelligence for Coaches

- **Discovery Questions:**

Assumptions; Situations; Sharing; Exploring

- **Innovation Questions:**

Insight building; possibilities; perspectives; thought provoking;  
idea development

**(Judith Glaser, 2018)**

# 5 Neuro-Tips for effective coaching conversations:

1. Co-creating Conversations changes neural chemistry
2. Elevate partnering at moment of contact
3. Gut Instinct Rules
4. Avoid addiction to being right
5. Overcome uncertainty

**(Judith Glaser, 2018)**

# Quality Questions:



- Simple
- Clear sense of purpose
- Influence, not controlling
- Focus from problem to solution
- Generate movement

# Incisive Questioning

- Well timed, perfectly worded questions turn keys, unlock doors, provoke real insight
- “What is important to do first?”
- “If you could change this situation, what would you do?”



# Five Levels of Listening

5. Intuitive listening
4. Listening and asking for more
3. Giving advice
2. Giving our own experience
1. Waiting to speak



# Coaching behaviours

- Say nothing
- Ask an open / neutrally worded question
- Summarise what you have been hearing
- Make an observation



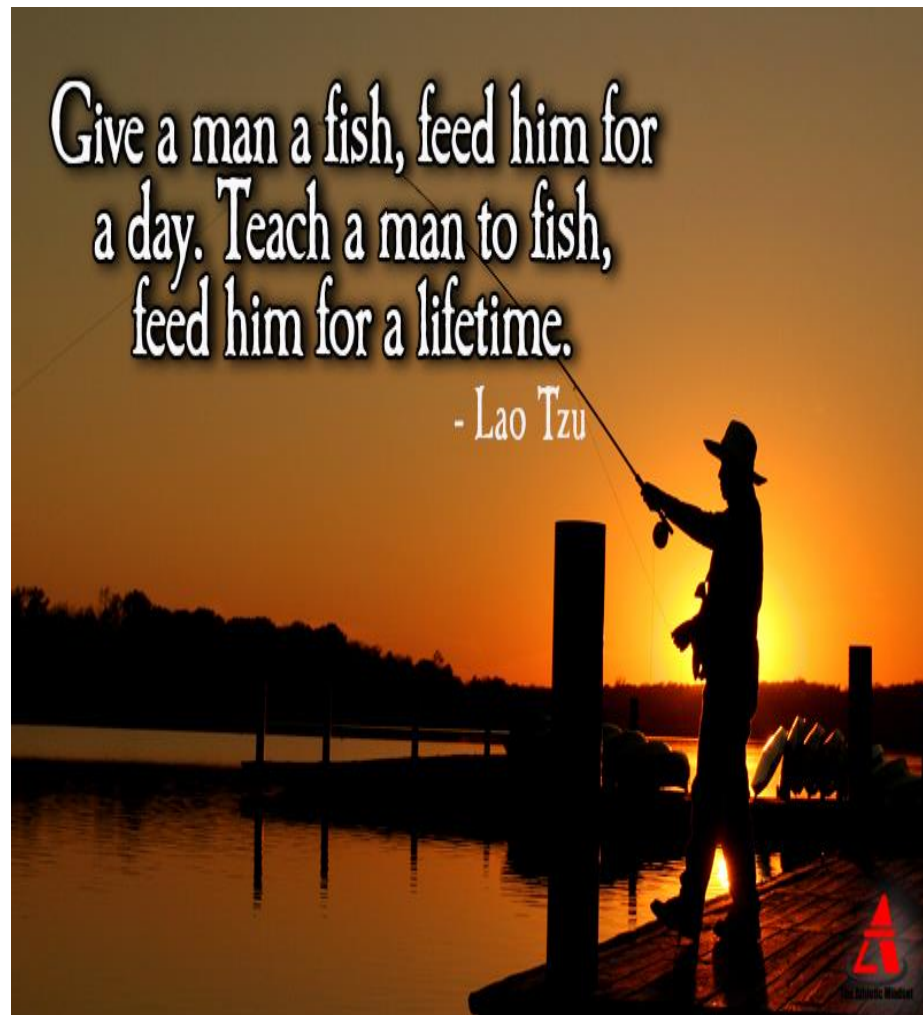
# Giving Advice Opinions

An effective  
“coach” gives  
advice  
sparingly and  
with caution



# Giving instruction

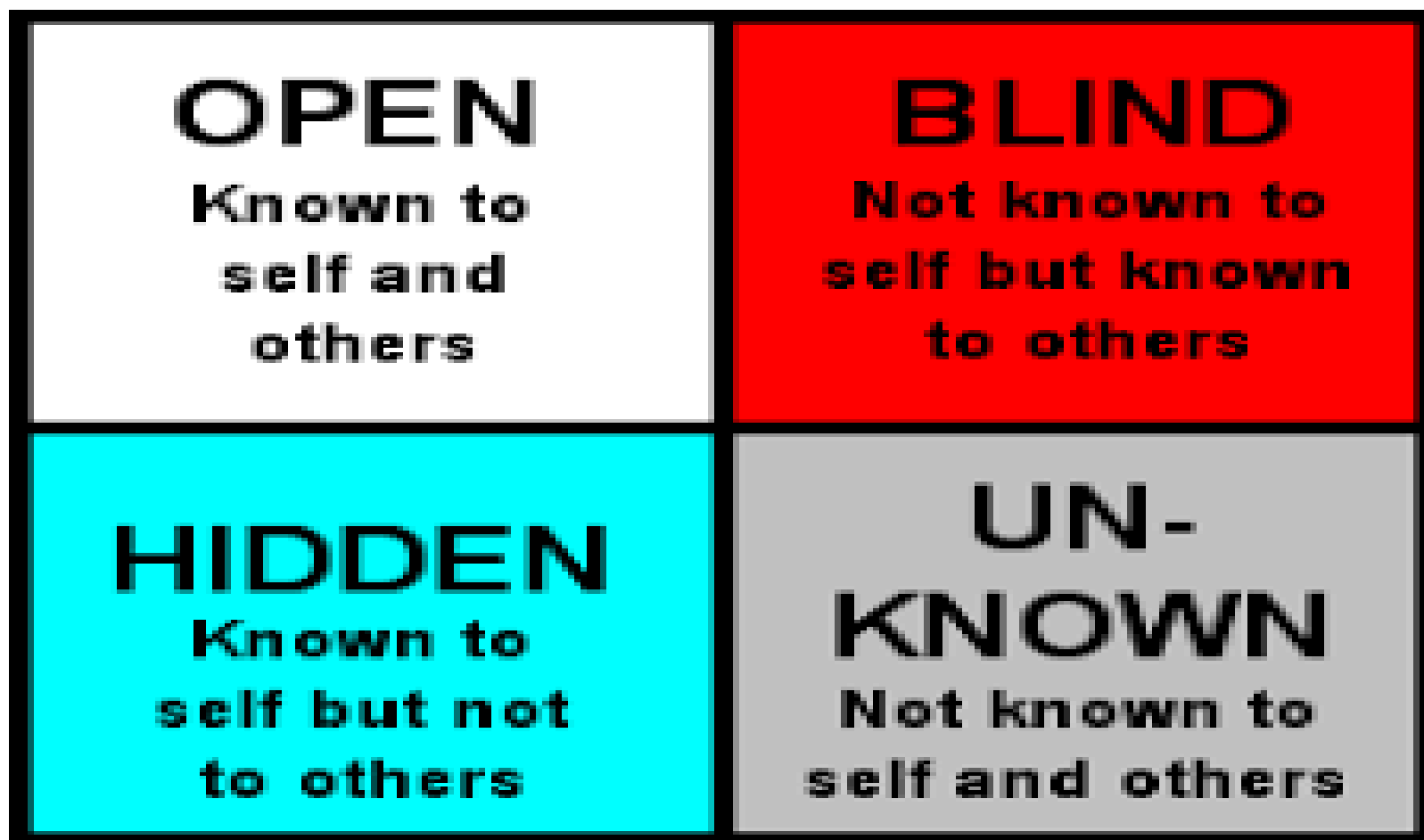
- If situation warrants, may use directive instruction to help coachee be self directed
- But, remember.....



# Getting the Right Balance: Support and Challenge

<p><b>High support low challenge</b></p> <p><b>THE COMFORT ZONE</b></p>	<p><b>High support High challenge</b></p> <p><b>THE LEARNING ZONE</b></p>
<p><b>Low support low challenge</b></p> <p><b>BOREDOM ZONE</b></p>	<p><b>Low support high challenge</b></p> <p><b>STRESS ZONE</b></p>

# Johari Window





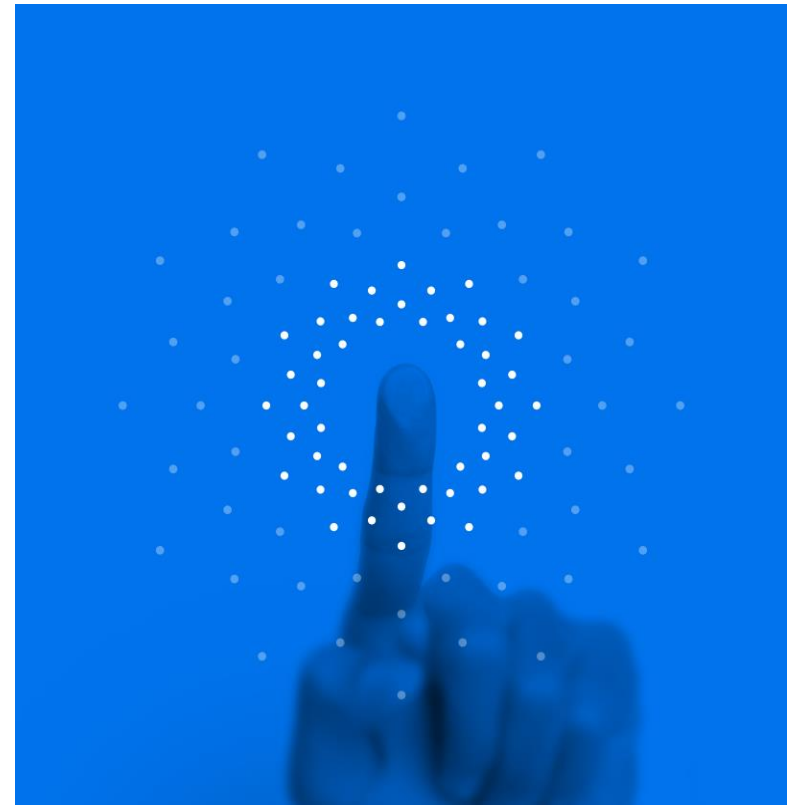
- Listen like a Coach
- Think like a Coach
- Speak like a Coach

# Examples of Models in Coaching

GROW Model - Goal, Reality, Options, Will (Alexander et al 1980)



CLEAR Model – Contract, Listen, Explore, Action, Review (Hawkins, 1980)





# Coaching presence

A significant  
factor in  
coaching.....  
how we relate to  
our clients

1. Prepare client for coaching
2. Create space for change
3. Welcome whole story
4. Engage with what arises
5. Invite new story
6. Help client bring to life

(Drake, 2017)

# Narrative Coaching

- Using client's own narrative as source of, catalyst for change  
NOT Coach's methods
- Working in moment, authentically
- Change only possible in present
- Focus on clarity not certainty, moving toward unknown not known.





# Narrative Coaching



Narrative coaching, people tell their story first, don't always know goals at beginning!

Client's story has the answer

“How aware are you of what is happening now?”

“What core issue needs to change?”

# Emotional Triggers

- Your sense of being triggered, by thinking of situation, rather than situation itself
- Pay attention to trigger NOT behaviour
- Aim in coaching - NOT to help people get rid of their triggers: about befriending triggers; looking at own identity; release own understanding



Irritated



Happy



Surprised



Worried



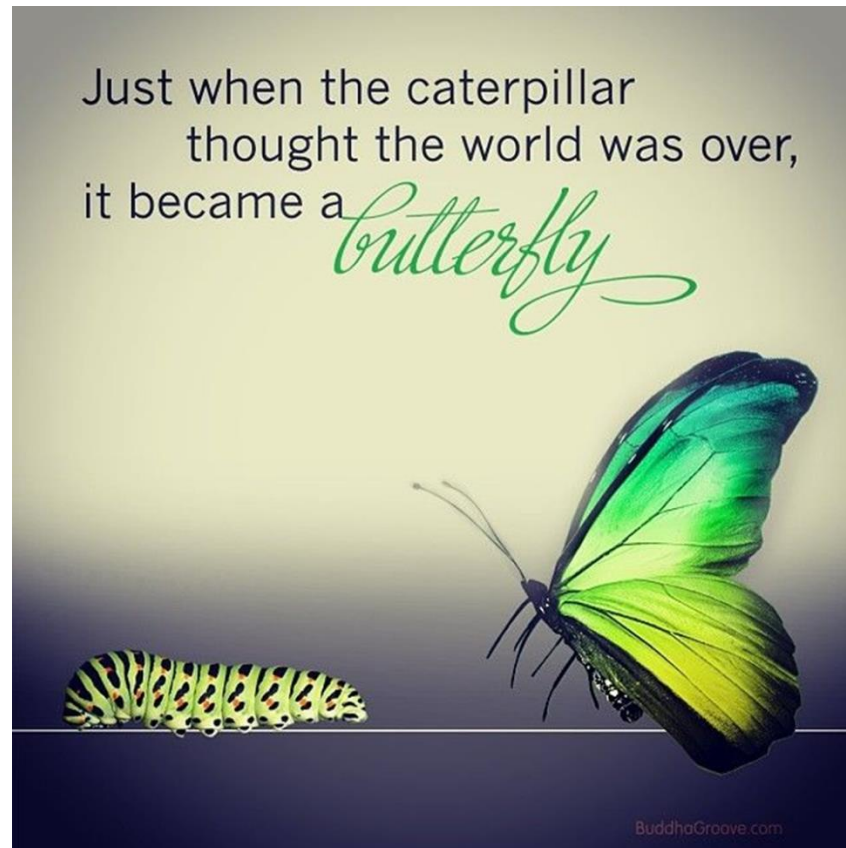
Sad



Angry

# Change?

**Change  
takes time,  
made one  
moment at a  
time**





# References

- Drake, David (2017). The Narrative Coach Approach. [www.narrativecoach.com](http://www.narrativecoach.com)
- Glaser, Judith (2018). 5 Neuro Tips. [www.ciqcoach.com](http://www.ciqcoach.com)
- HR Division, HSE. (2015). Guide to Coaching. [www.hse.ie/eng/staff/leadership-education-development/coaching.html](http://www.hse.ie/eng/staff/leadership-education-development/coaching.html)
- International Coach Federation (2016). Core Competencies in Coaching. [www.coachfederation.org](http://www.coachfederation.org)



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# Thank You

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