A Coaching Approach to Postdoctoral Scholar Engagement and Development

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Overview

- What is coaching
- Coaching Perspective
- Active Listening
- Powerful Questions
Coaching is “NOT”

- A one-time event or a single intervention
- Solely used for fixing performance problems
- Telling your students what to do
- Just checking on the status of actions or goals
Coaching Is…

- *A discovery process* where coach observes actions and gives feedback that helps build new skills and agility.

- Establishing a *collaborative, proactive environment* where post-docs can grow through identifying and acknowledging their strengths and blind spots.

- Using a *repeatable process* that encourages post-docs to develop and contribute to the academic community.

- *Investing* in sustained developmental change
Developing a Coaching Perspective

- I/WE
  - Done in pairs – turn to the person next to you
  - Stand up
  - Begin a conversation
  - Cannot use the any first-person or second-person pronouns
    - I, Me, Myself, Mine, Myself
    - We, Us, Ours, Ourselves

- If you use any of these terms, sit down
Coaching Perspective

- Inherently wise, capable and strong
  - Curiosity/Wonderment

- Trainees are PEOPLE

- Coaching Relationship

- Creating Trust

- Building Awareness
Active Listening

- Levels of Listening
  - High Quality Attention
  - Eye contact
  - Give them time to think for themselves
  - Don’t interrupt
    - Self-management
- Sweet Spot Exercise
Powerful Questions

- Stimulates reflective thinking
- Challenges assumptions
- Provokes thought
- Generates energy
- Leans towards insight
- Touches a deeper meaning
- Evokes more questions

From "The Art and Architecture of Powerful Questions"

--Eric Vogt
Discovering Powerful Questions:

- WHO
- WHAT
- WHEN
- WHERE
- WHY
- HOW
- WHICH
- YES/NO

HIGH POWER

LOW POWER
Discovering Powerful Questions:

WHY

HOW WHAT

WHERE WHICH
WHEN WHO

CLOSED-ENDED (YES/NO)
Powerful Questions & Listening Practice

- Find a coaching partner
- Person 1 describes a personal or professional goal or challenge
- Other person listens - silently- no notes
- Quiet for 2 minutes, while listener writes 1-3 thought-provoking powerful questions
- Read questions, pause, no discussion
- ASK: Which question resonates?
- Switch. Repeat for Person 2
Integrative Coaching Practice

- Triad Coaching
- Decide who will coach first
- Coachee shares work-related situation
- Debrief, switch & start over

- Skills to be used:
  - Self-Management - Curiosity – Listening – Powerful Questions
Coaching Debrief

**Coach:**
- What did you do well?
- What would you do differently the next time?
- What did you learn from the experience?

**Post-Doc Fellow:**
- How did the coaching impact you?

**Observer:**
- What was the Coach’s strength?
- What suggestions do you have for improvement?