



# SECURUS

BE THE BEST YOU CAN BE

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## Culture building

An introduction

A says to B “Who are you?”

B Talks, A listens

“Anything else?”



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## What is coaching?

*“Coaching is a non-directive form of development, where the coach – using highly developed listening skills and by asking insightful questions – pulls ideas, suggestions and plans from the coachee.*

*Mentoring uses the same skills as coaching, but is generally used to describe a situation where a more experienced colleague uses their greater knowledge and understanding to support the development of another.”*



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## What is coaching?

*“A coach is a collaborative partner who works with the learner to help them achieve goals, solve problems, learn and develop.”*



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## The attributes of a good coach

Coaches often use a coaching model e.g. the GROW Model, to help them deploy their skills. A good coach: -

1. is an active listener;  
verbal and non-verbal  
expressions, gestures, metaphors
2. asks the right questions at the right time;





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2. asks the right questions at the right time;
3. is person-centred;
4. builds rapport; and
5. is solutions-focused.





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## Being solutions-focused

*“We discovered that there's no connection between a problem and its solution. No connection whatsoever. Because when you ask a client about their problem, they will tell you a certain kind of description; but when you ask them about their solutions, they give you entirely different descriptions of what the solution would look like for them.”*

Interview with Insoo Kim Berg, October 2003





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## Being solutions-focused

*“Suppose a miracle occurs tonight while you are sleeping. And when you wake in the morning, all of the problems with your culture as it is today, are gone. You won’t realise the miracle has occurred immediately of course, probably not until you arrive at work, but what would be the first clue do you think that a miracle has happened? And then what? What would be different? What would you see? What would be happening?”*



*“When or where are these things that you describe even a little bit present in the organisation already?”*

*“What’s going on here that allows this to exist, when it does?”*

*“What do we have to do for this to take root and thrive elsewhere?”*



No amount of management system will give you the culture you want ... you have to build it: -

1. invest in your coaching capacity;
2. talk to your people – be person-centred;
3. ask the Miracle Question – define what you want;
4. find your green shoots;
5. breathe life into the successes you have;
6. live the culture you want.



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