

#321 & 721 - Two Day Course – In person, or Virtual Live

## Summary

As a leader, facilitator, supervisor, or manager, we're constantly in the position to help others in situations that require understanding, analysis and thought. Helping can be provided in several forms. We can tell or order others to do things, we can provide others with our suggestions, or we can help others think through a situation so they can come up with solutions.

Helping others by **telling** them what to do is appropriate in a triage situation when one has the knowledge and experience to "be in charge". For example, if someone is about to do something that may result in serious injury, it's appropriate and effective to step in and say or do something that will prevent the accident.

Providing **suggestions** is helpful, especially when others don't have the knowledge to draw on. You might suggest to one of your employees a place to find information, or how to handle a situation.

**Who's doing the thinking when you tell someone what to do, or make a suggestion? You are.** Many times, this is appropriate. However, if you want others to think, if you want to generate new ideas, if you want to ensure others are accountable for their work, engaged in their work, proud of their work, if you want to help others to grow, if you want to leverage your team, then you want them to come up with ideas and solutions. To do this, you need to be a **Thinking Coach**.

**This course is about getting others to think by being a Thinking Coach.** In order to be a Thinking Coach you need a set of tools. The best tools for this are critical thinking tools. This course will provide an understand of those critical thinking tools and specifically how to apply them as a Thinking Coach. There is significant role play and peer feedback as the participants learn and then practice their Thinking Coach skills in a variety of situations.

**Thinking Coach** is one of the most leveraged and powerful tools a leader can have. Whether you're managing up, across or down, interacting with customers or third parties, being a Thinking Coach is a discipline to help people focus on true issues and implement thinking as they solve problems and make decisions.

## Learning Objectives:

- Understand what a Thinking Coach is
- Identify content thinking vs context thinking
- Identify situations where Thinking Coach is appropriate
- Learn the core critical thinking tools for being a Thinking Coach
- Be practiced in Being a Thinking Coach

## Topics Covered: (Practice exercises and Role play throughout)

- **The Thinking Coach**
  - What is it (Job Description, Rules and Objectives)
  - Moving from Content to Context
  - Understanding the job of a problem solver
- **Being a Thinking Coach for Clarity**
  - Tools and techniques to help others be clear on their issue, problem, goal, objective
- **Being a Thinking Coach for Solutions**
  - Tools to help others think through their process of coming up with solutions.
  - Helping others understand their Facts, Observation, Experiences, Assumptions and Beliefs
  - Recognizing "I don't know" and what to do about it.
  - How to critique a solution without being a critic
- **Being a Thinking Coach for Decisions – Helping other get to action**
- **Being a Thinking Coach for Innovation** - Getting others to think beyond their current thinking
- **Being a Thinking Coach for:**
  - **One-on-One discussions**
  - **Facilitating a group**
  - **When there's a disagreement or multiple ideas**
- **Wearing a Thinking Coach and a Headscratcher (problem solver) hat together**

## Who is this course for:

Existing Supervisors, Managers, Directors and Senior Leadership.

Prerequisite – At least 2 years in a supervisory or leadership position