

Coaching for Accountability & Motivation

**Rewriting the Harmful Stories We Tell
Ourselves About Work**

Welcome

Thank you for joining me!

Objectives:

- To describe how the brain's meaning making processes and narrative drive may impact accountability and motivation
- Provide tools to coach yourself and others
- **To get the most out of this session, please have a notebook handy**

Let's Start With a Story

An example of making meaning

- Meaning may be more important than happiness
- One of the pillars of meaning is storytelling
- The redemptive story of Emeka



How Brains Use Stories

Structuring Experience

“People use stories to structure their experience as events and actions in space and as memories and visions across time...and in forming plausible plotlines that help them make sense and meaning” –
David B. Drake, Narrative Coaching

The Science of Our Stories

We have an estimated 20,000 thoughts a day!

- *What's the likelihood all of these thoughts are accurate?*
- Brains have a strong drive to create coherence – hence, stories!



Stories: What could go wrong?

A whole lot

- Hanlon's Razor: "Never attribute to malice that which is adequately explained by stupidity"
- *When may you have done this in the past?*
Have you heard others do this?



Stories: What could go wrong?

We are just getting started

- Attribution: How and why we create meaning about others' behavior
- Heider (1958): Humans are more likely to explain the behavior of others in terms of others' personality than the demands of the situation
- *How may this get in the way of progress in the workplace?*

Stories: What could go wrong?

Attributions do not reflect reality

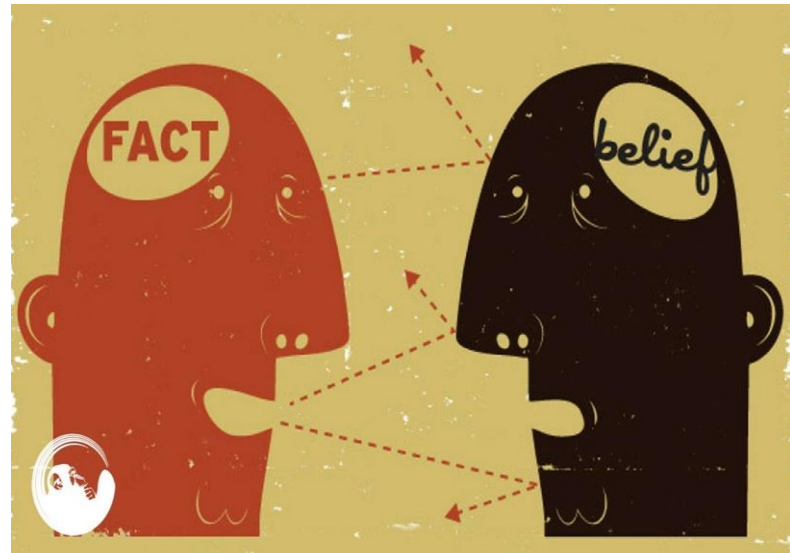
- In ambiguous situations people make attributions based on their own wants and needs, which are often skewed



Stories: What could go wrong

Other cognitive biases; this is not even close to an exhaustive list

- Fundamental Attribution Error
- Actor-Observer Bias
- Self-Serving Bias
- Hostile Attribution Bias

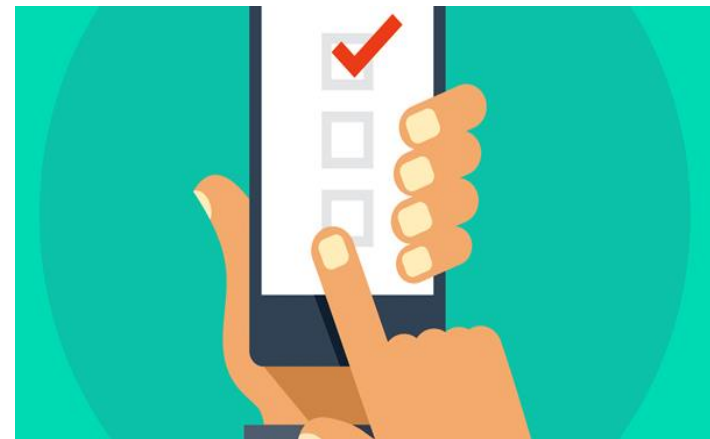


Let's Take a Poll

Other cognitive biases

Have you experienced or worked with others demonstrating these biases?

- Fundamental Attribution Error
- Actor-Observer Bias
- Self-Serving Bias
- Hostile Attribution Bias



Checking In

How we and others make meaning is important yet also potentially flawed

- Highly intelligent participants: You also know this directly relates to our accountability and motivation in the workplace
- What do we do?!?



Stories: What could go right

Aiming for Accountability and Motivation

- Accountability: Obligation or willingness to accept responsibility or to account for one's actions
- Motivation: General desire or willingness to do something
- *How might the stories we tell ourselves get in the way of accountability and motivation? What could go right?*

Stories: What could go right

Aiming for Accountability and Motivation

- Coaching around stories:
 - Stories may be the source of suffering AND a better way
 - Individuals perpetuate situations if they explain them the same way – nothing will change



Stories: What could go right

Aiming for Accountability and Motivation

- Coaching: Increasing capacity to draw from inner resources
- “I am not my story”; Inviting people to:
 - Reflect
 - Recognize alternatives
 - Retire old stories; explore new ones that will enable them to flourish



Stories: What could go right

Aiming for Accountability and Motivation

- Questions to consider about stories:
 - What do you gain from seeing it this way?
 - What do you lose from seeing it this way?
 - How else could you see it?
 - What other perspectives might you take?
 - What keeps you from considering these possibilities?
 - What might you gain if you did?

Stories: What could go right

Aiming for Accountability and Motivation

Tools at your disposal:

- Narrative Coaching
- 4 Questions
- Story-based coaching questions



Stories: What could go right

Narrative Coaching (David B. Drake)

- First step: Reflecting questions; slowing down a movie to a few frames at a time
- Second step: Rewinding questions to construct:
 - A new frame (or story) for the experience
 - Who they see themselves to be
 - What they do as a result
 - What outcomes they want to attain

Stories: What could go right

Narrative Coaching (Cont.)

- Reflecting Questions (Step 1)
 1. What did you observe?
(describe as if a reporter)
 2. What were you telling
yourself at the time? (story)
 3. What does this say about
how you feel about
yourself? (identity)
 4. What did you do as a
result? (behavior)
 5. What happened in the
end? (outcome)



Stories: What could go right

Narrative Coaching (Cont.)

- Rewinding Questions (Step 2)
 1. What would you like to have happened? (outcome)
 2. What could you have done differently as a result? (behavior)
 3. What would need to shift in how you see yourself? (identity)
 4. What could you tell yourself the next time this happens? (story)
 5. What would you observe if this was the case? (experience)



Stories: What could go right

Narrative Coaching (Cont.)

- *Take a moment to consider a work situation where the narrative coaching model may be useful*
- *What will you do to use this model to improve this situation? When will you do it by? How will you hold yourself*



Stories: What could go right

4 Questions (Byron Katie)

- 4 Questions Model

1. Is it True (Yes or No? – If No move to question 3)
2. Can you Absolutely Know It is True? (Yes or No?)
3. What happens when you believe that thought?
4. Who would you be without the thought?



Stories: What could go right

4 Questions (Cont.)

- *Take a moment to consider a work situation where the 4 Questions model may be useful*
- *What will you do to use this model to improve this situation? When will you do it by? How will you hold yourself accountable? How will you know you are successful?*



Stories: What could go right

Other Story-Based Coaching Questions

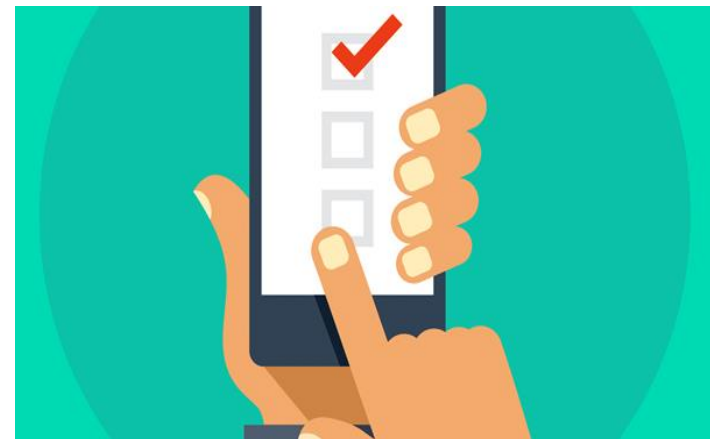
- What story are you telling yourself right now?
- What do you know for sure? What are the facts?
- How is that working for you?
- What would you be doing if you didn't have your story?
- What would great look like in this situation?
- What do you have that you aren't using?
- What is really going on?

Let's Take a Poll

Using Story-based coaching models

Which way are you most likely to use these models?

- Coach myself through work challenges
- Coach those coming to me with problems (reactively)
- Develop the potential of others (proactively)



Summary

Coaching for Accountability and Motivation

- Brains create stories that are meaningful yet possibly inaccurate
- Stories may be a source of suffering or a source of motivation
- We are not our stories (Reflect, Recognize, Retire & Explore)
- Story-based coaching models and questions are key!

