

How to Coach My Team to Perform in a Fast-Changing World

An overview of practical coaching methods that help leaders strengthen team ownership, resilience, and results in a fast-evolving business environment.



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Topics

1. Factors that Enable Team Performance, Empowerment, Accountability
2. Coaching vs Mentoring
3. How to Become a 'Coaching Leader'?
4. What is required for coaching to be successful?
5. Useful coaching methods and tools

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Performance

Some organizations outperform others. WHY?

- **Tactical Performance (doing my job)**
- **Adaptive Performance (ownership and accountability for goals)**



Adaptive performance makes the difference. A culture of engagement and performance leads to:

- superior customer experiences,
- higher revenue growth,
- higher profitability and share prices.

Primed to Perform, By Neel Doshi & Lindsay McGregor

Why we work determines how well we work

- **3 direct motives** that are directly connected to your work.
- When driven by **PLAY, PURPOSE, & POTENTIAL** for their work, people will outperform.

- **3 indirect motives** that are not directly connected to your work.
- When feeling manipulated with **EMOTIONAL PRESSURE, ECONOMIC PRESSURE, OR INERTIA**, they will underperform.

Primed to Perform, By Neel Doshi & Lindsay McGregor

Direct motives

	Definition
Play	<p>You are motivated by the work itself, because you enjoy it. Play is</p> <ul style="list-style-type: none">• our learning instinct,• it's tied to curiosity,• experimentation,• and exploring challenging problems.
Purpose	<p>The direct outcome of the work fits your identity, values and beliefs. You work because you value the work's impact, e.g. educating and empowering children (if you're a teacher).</p>
Potential	<p>The outcome of the work benefits your identity or enhances your career opportunities. A teacher may be doing his job because he eventually wants to become a principal.</p>

Indirect motives

	Definition
Emotional pressure	You work because external forces threaten your identity (e.g. you wish to avoid disappointing others). Fear, peer pressure, and shame are forms of emotional pressure.
Economic pressure	External forces make you work to gain a reward or avoid a punishment. The motive is both separate from the work itself and separate from your identity.
Inertia	You can't identify why you're working. If someone says, "I'm doing it because I did it yesterday and before," that signals inertia.

How to adaptive performance helps teams in times of VUCA & Crisis

- 1. See the problem
- 2. Own it
- 3. Solve it
- 4. Implement

above the line



- 🐵 Hesitation, re-active instead of pro-active
- 🐵 Finger pointing
- 🐵 Shift responsibility
- 🐵 Denial, ignoring it
- 🐵 Covering my tail
- 🐵 tell me what to do

below the line



10 min. Reflection

Discuss with your neighbor

- How do you unlock adaptive performance in your team?
- What are the key factors from your experience?

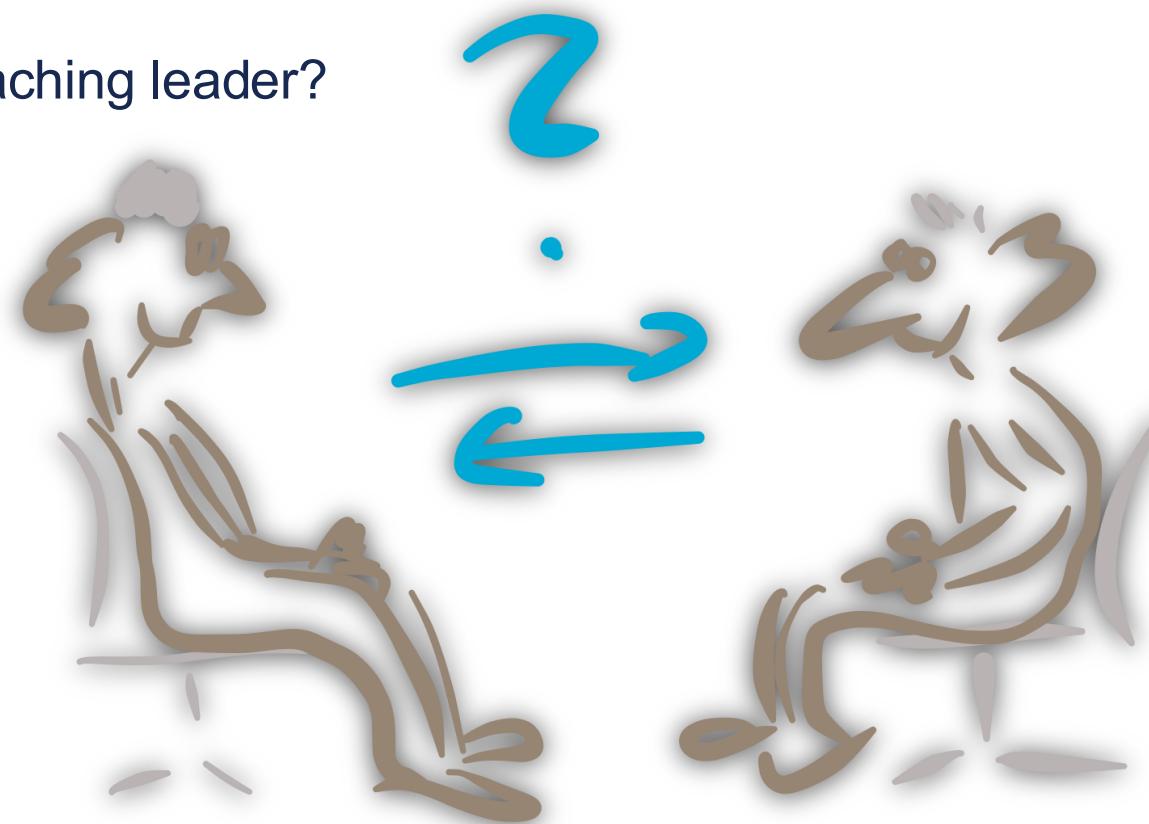
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Coaching

Coaching & Performance

What is coaching?

How to become a coaching leader?



Coaching Success = Empowerment & Ownership & Adaptive Performance

Coaching vs Giving Advice

Coaching

Encourages and listens to the ideas of others and validates their thinking and contributions. Gives the tools and information so they can do the work.

“Teaches them how to fish.”



Expert Advice

Provides functional expertise to the team.
“Feeding them fish.”



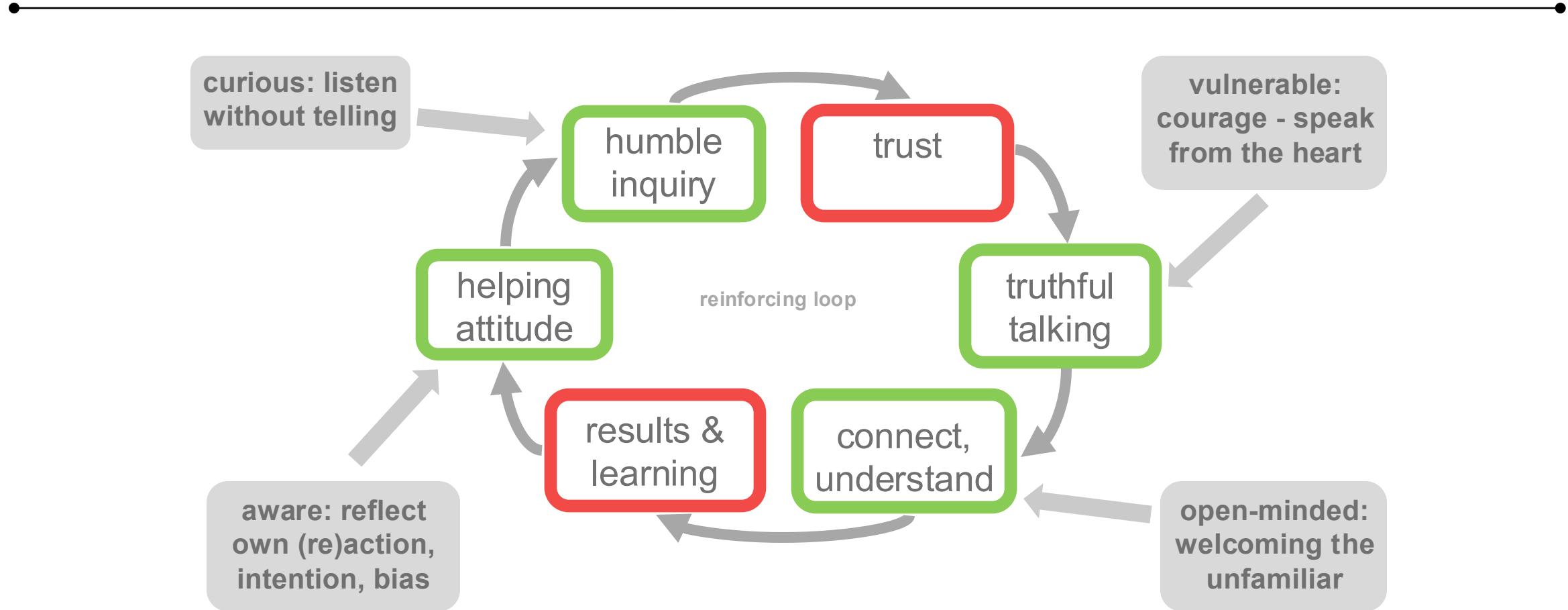
Earning The Right To Coach

- rapport building (real contact)
- trust building (drop your checklist)
- stop the telling
- start listening (go into inquiry mode)



The Trust Cycle

skills, actions, & results



A Case Study - STEP 1



parent - son relationship

- coach's intention: 'He must work harder!'
- coach's feeling: very impatient
- coach's conversation mode: telling
- response: no time! (I don't wanna talk!)
- coach: 'bite my tongue. Try to relax.'

A Case Study - STEP 2



establishing contact (rapport):

- coach's intention: 'I'd like to talk.'
- coach's feeling: more relaxed, accepting
- coach's conversation mode: letting know
- response: not now (not ready to talk yet)
- coach: 'Don't interrupt him, give space.'

A Case Study - STEP 3



initial agreement:

- coach's intention: ,I'd like to know when'
- coach's feeling: relaxed & determined
- coach's conversation mode: inquiring
- response: ,tomorrow' (accepts contact)
- coach: ,agreement: tomorrow 1/2 hour.'

A Case Study - STEP 4



focus on trust building

- coach's intention: ,inquire about goals'
- coach's feeling: curious, interested
- coach's conversation mode: listening
- response: ,okey. (dad is different today)'
- coach: ,want to know aspiration level'

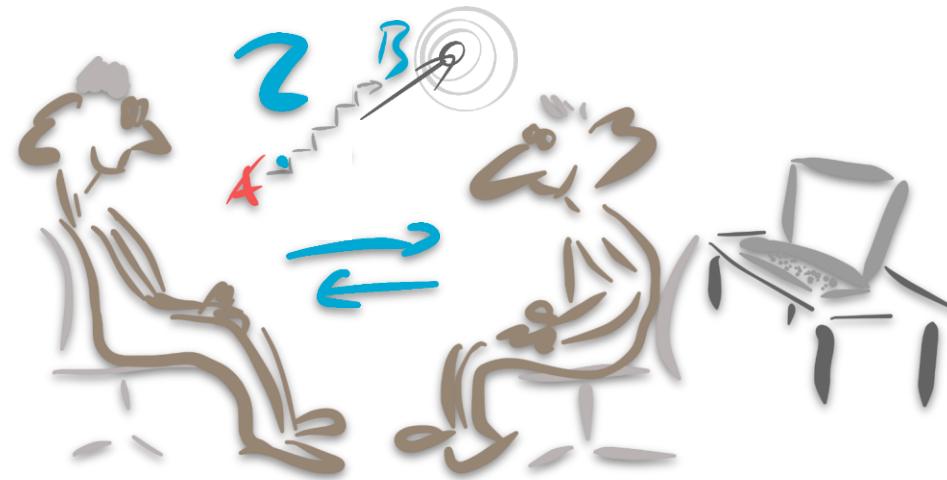
A Case Study - STEP 5



starting the helping process

- coach's intention: 'understand goals'
- coach's feeling: curious, interested
- coach's conversation mode: listen to learn
- response: 'I want mark 1.2 (my goal)'
- coach: 'surprised (it's more than I thought)'

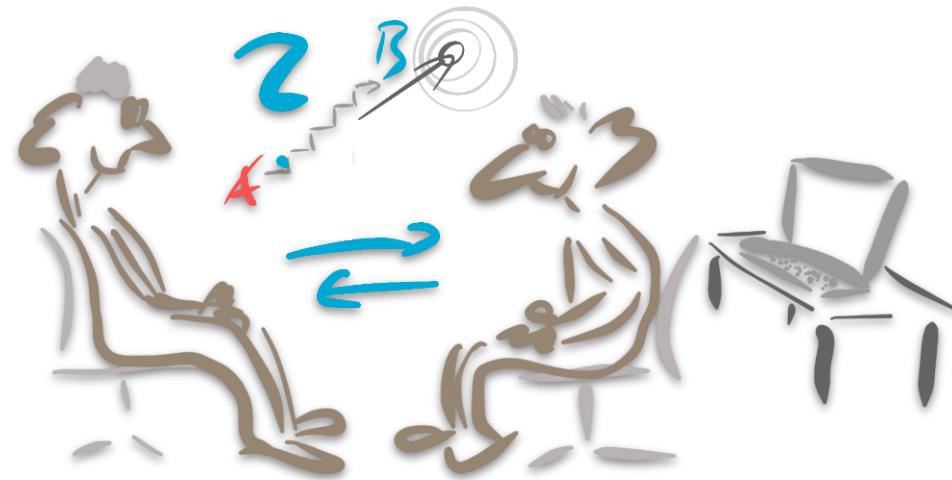
A Case Study - STEP 6



understand coachee's current reality

- coach's intention: 'see how he sees himself'
- coach's feeling: curious, interested
- coach's conversation mode: listen to learn
- response: 'Mark 2 ...'
- coach: 'What is required to reach the goal?'

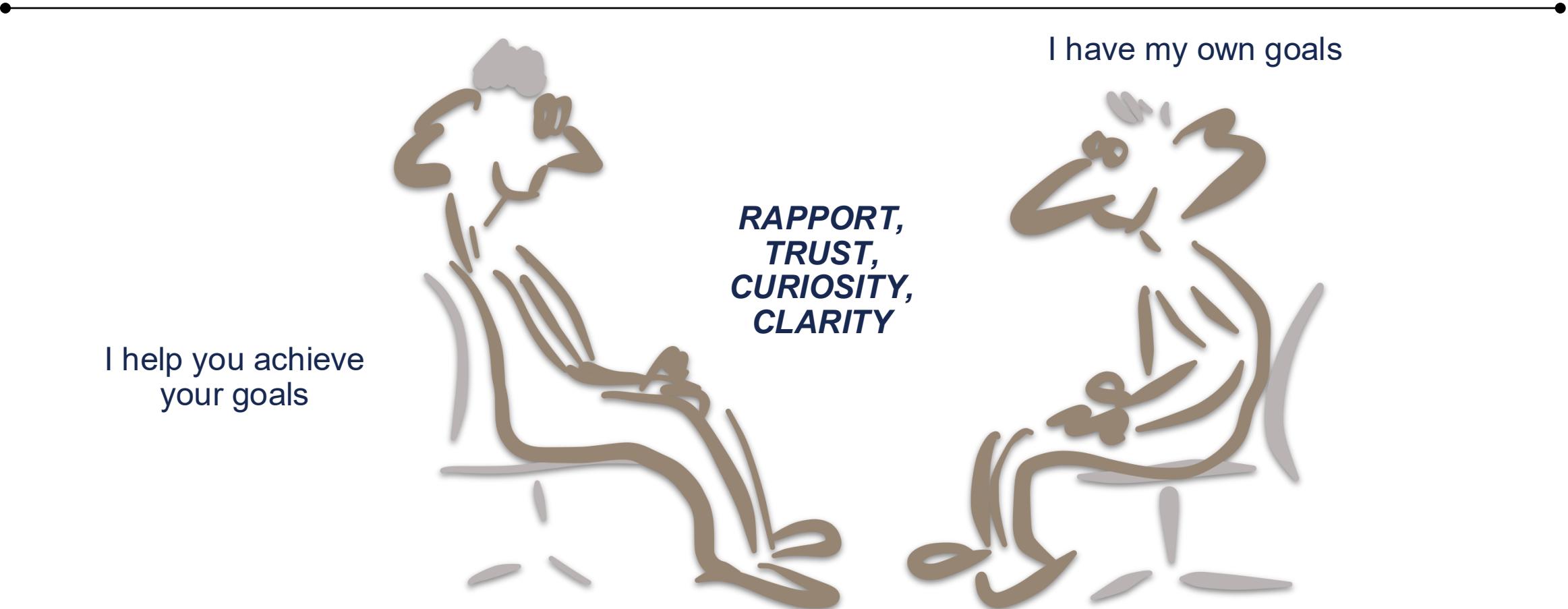
A Case Study - STEP 7



understand & support coachee's next steps

- coach's intention: 'clarity, help'
- coach's feeling: curious, supportive
- coach's conversation mode: listen, feedback
- response: 'probably 2...3 weeks of learning'
- coach: 'how can I support?'

Foundations Of A Helping Relationship



10 min. Reflection

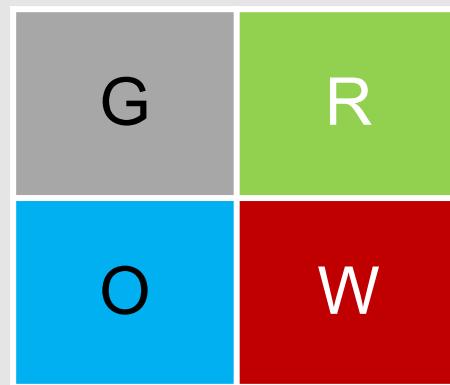
Discuss with your neighbor

- I have tried coaching my team (member) and what happened is this...
- What where the factors that actually lead to this experience?

Coaching with the GROW - Model

Coaching Process

4 Phases of the GROW Model



Goal definition

- What do you want to achieve?
- How do you measure success?
- By when?

Reality check

- What achieved so far?
- Current situation? Influencing factors?

Reviewing Options & obstacles

- What could you do? What else? What else?
- What would others do? What if nothing happens?

Will do...

- Which option will you choose?
- What else do you need?



Time 20 min.

Coaching Questions – The GROW-Model

Goal	Reality
<ul style="list-style-type: none"> • What specifically do you want to achieve? • By when? • How much of it is within your own control? • How will you measure success and progress? • How do you currently rate yourself on a scale of 1-10? • Can you break it down into smaller steps? 	<ul style="list-style-type: none"> • What have you achieved so far? What's missing? • Why? • What have you learned from that? • Which stakeholders have an impact? How? • Are there any constraints? How have you tried to resolve them? • What's really preventing success so far?
Options	Will Do
<ul style="list-style-type: none"> • What could you do to move towards this goal? • What else? And what else? ... • If you had more time what could you do? • If you had the resources what could you do? • What happens if nothing happens? • Are there people you know who do this well? What do they do? 	<ul style="list-style-type: none"> • Which options will you choose? • How does this help you to achieve your goal? • How will you know you have reached your goal? • Who needs to know about your plan? How will you inform them? • Who needs to support you? How to get that support? • What obstacles do you expect? How will you overcome them? • When will you take the first step?

10 min. GROW - Practice

Ask and listen to your neighbor:

Goal definition

- What do you want to achieve?
- How do you measure success?
- By when?

A Deeper Who's Who



Going Deeper

Groups of 3, task: Each person share their story using below questions; Group listens and asks where they are curious.

1. My most important steps (experiences, defining moments) on my way here...
2. Things that I just love doing, that come to me easy (talents) ...
3. The things I expect the most of myself and others (values)...
4. Things that mostly I don't share with others (hobbies, interests)...



1 hour/20 minutes each



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Thank you for your attention!



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