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Communication in coaching

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Creating Inclusive Environments Through Communication

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Mission

- Develop and empower leaders to leave their unique and positive mark in the world
- Enable environments where everybody belongs, participates and thrives
- Ensure people are honored and live a great life

Commitment as Coaches

- Making a difference in other people's lives
- Empower others to go beyond their own limits and succeed in reaching their goals
- Continue our own growth and development



Leadership Figure

“A leader creates futures that were not going to happen anyway.”

Being a Leader and the Effective Exercise of Leadership Seminar

A hand is shown on the left, holding a row of small, light blue, spherical seeds. Below the hand, four small green seedlings are growing out of a dark, rich soil. The seedlings are at different stages of growth, with the tallest one having several green leaves. The background is a soft, out-of-focus yellow and green, suggesting a natural, sunlit environment.

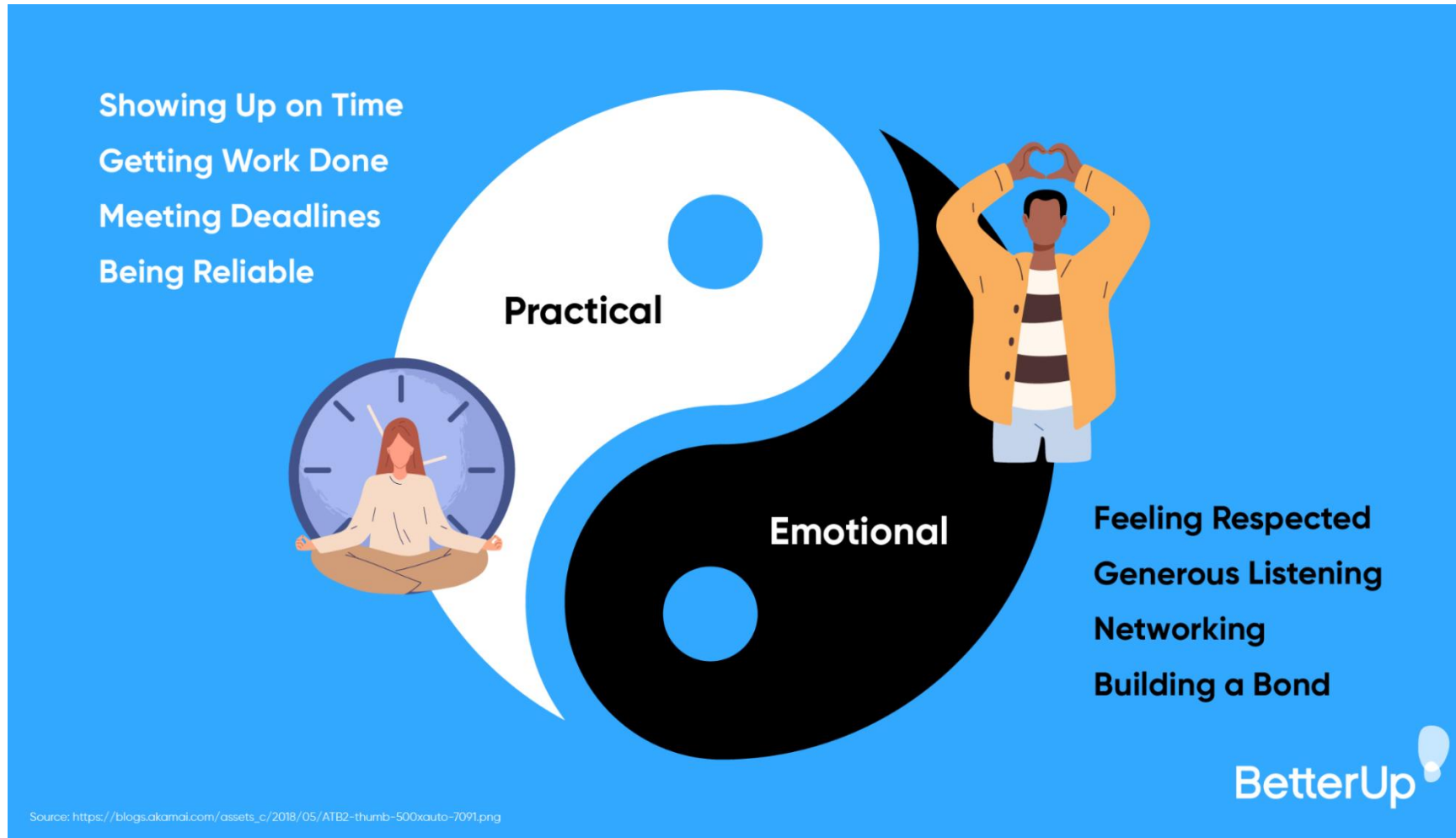
Nurturing Environment

- Safe space to thrive
- Feeling heard and seen = belonging
- Build confidence and self-esteem



Trust

Types of Trust



Source: BetterUp – Leading Coaching Platform



Communication is key to build a
nurturing and safe environment



We are linguistic beings



“Language is the house of being”
Martin Heidegger, philosopher

The Power of Language

Language is more than a tool we use to describe things; language is a phenomenon that is crucial for our wellbeing and fulfillment.

Language creates, generates and gives access to new results.

Through and with language we create who we are, who others are and what the world is.

As human beings we live in language. And that is powerful!

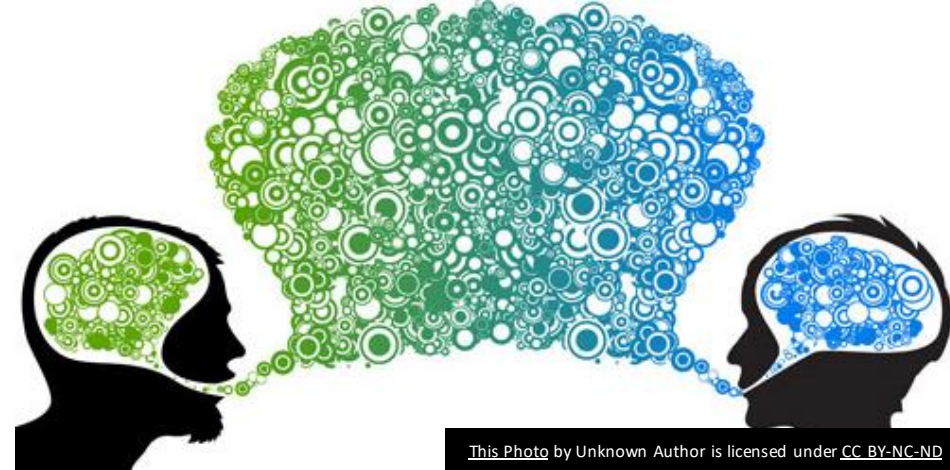


Language

- Dynamic
- Evolves
- Describes
- Creates
- Builds
- Transforms

What impacts our communication?

- Listening
- Language
- Mindset



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Listening





Listening

Judgements

Take it personally

Agreement/ Disagreement

Fear

Impatience

Control

Approval

Scarcity

Comparison

Safe/Threat

Right/Wrong

Trust/Distrust

Defensiveness

Resentment

Expectations

Prepare to respond





Reflection Internal Dialogue

How does your internal dialogue impact your interactions with your players?

The background of the slide features a stylized illustration of five diverse people in the lower half, shown from the chest up in profile or three-quarter view. They are wearing various colored clothing: a woman with red hair in a blue dress, a man with a beard in a yellow sweater, a man with blonde hair in a red and black striped shirt, a woman with blue hair in a teal top, and a person with white hair in a white top. Above them are four large, overlapping speech bubbles in yellow, pink, orange, and dark blue, each containing three white dots. The title 'Inclusive Language' is positioned in the upper right area.

Inclusive Language

- Acknowledges diversity
- Conveys respect to all people
- Is sensitive to differences
- Promotes equal opportunities
- Requires an ongoing effort and intentionality

Source: Linguistic Society of America

Inclusive Language

Eliminate expressions, sayings, words that come from a discriminatory, non-inclusive or disrespectful historic context

- Use people-first language that centers on the individual rather than their descriptor.
- Set aside any assumptions about the background and preferences of others; use neutral words related to gender, sexual orientation, and other distinguishing qualities.
- Consider the historical context and implications of words and phrases. It can be surprising to learn the origins of seemingly neutral idioms are based on oppression or cultural insensitivity.
- Listen to others when they share words or phrases they find harmful

Source: Deloitte 2021

Say This not That...

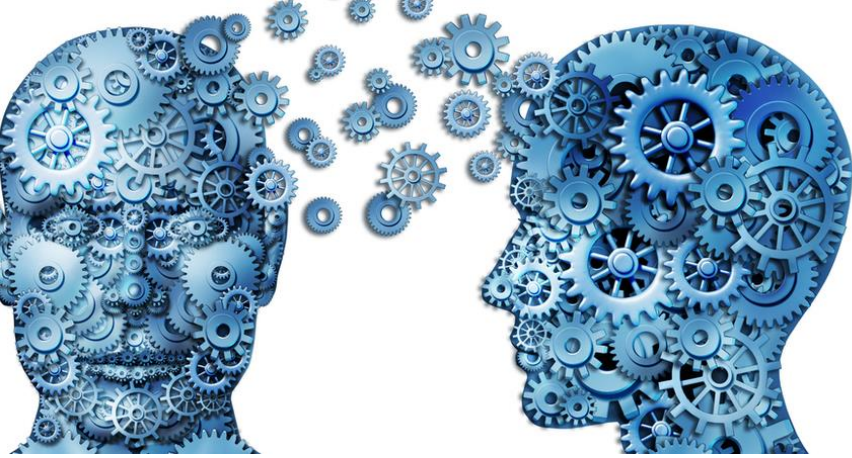


You all	You guys
Spouse or partner	Husband or wife
Professor, doctor, CEO	Female professor, female doctor, female CEO
Nurse, nanny	Male nurse, “manny”
Member of Congress	Congressman
Humanity	Mankind
Person with disabilities	Disabled person, differently abled
Hearing impaired	Deaf
Has autism	Is autistic
Gay, lesbian, member of LGBTQ+ community	Homosexual, a gay, the gays, not normal, different
Sexual orientation	Sexual preference
Transition	Sex change, sex-change operation

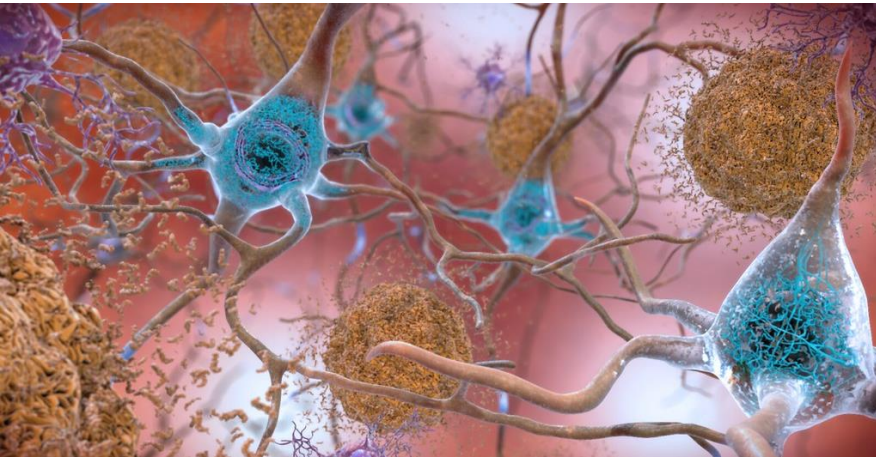
Body Language

- Posture
- Face
- Eye contact
- Movements & gestures
- Voice





Biases



Cognitive biases are often a result of your brain's attempt to simplify information processing.

Biases often work as rules of thumb that help us make sense of the world and reach decisions with relative speed.

Any decision can be influenced by unconscious bias and potentially lead to discrimination.



Common biases

- Confirmation bias
- Affinity bias
- Proximity bias
- Contrast effect
- Negativity bias
- Empathy gap
- Attribution bias
- Fundamental attribution error
- Halo effect
- Horns effect





Some Possible Actions:

- Check your decisions from a bias perspective
- Ask yourself if there are any other possible interpretations, perspectives
- Purposefully produce evidence of actions and events that point to the opposite judgement
- Ground the judgement with other people (committed listeners – this is not gossiping)



Harvard Implicit Association Test





Microaggressions

A commonplace daily verbal, behavioral and environmental slights, whether intentional or unintentional, that communicate hostile, derogatory, or negative attitudes toward stigmatized or culturally marginalized groups.





Intent vs Impact

Good intentions may have a
negative impact

Barriers & Solutions to Combating Microaggressions

- Being oblivious, innocent or naïve
- Minimizing harm
- Maintaining harmony and avoiding conflict
- Fearing repercussions
- Being paralyzed and feeling impotent

- Learn to recognize and decode hidden expressions of bias
- Appreciate the cumulative harm
- Create norms that counter conflict avoidance
- Seek support and allies
- Develop skills and tactics to respond



Expanding your Impact

- Delivering Feedback
- Communication Style
- Emotional Processing

Expanding your Impact

Delivering Feedback

- Directness and Tone-sensitivity
- Cultural Awareness
- Recognition and Validation
- Collective and Individual Achievement
- Explicit, Actionable and Accountable
- Address behavior and not character
- Timely



Expanding your Impact

Communication Style

- Visual and Verbal
- Concise and Clear
- Assumptions-free
- Supportive and Empathetic



Expanding your Impact

Emotional Processing

- Individual Reactions
- Emotions and Performance
- Externalizing or Internalizing
- Safe and Supportive Environment
- Relationship to Authority



Get in Action

- Connect individually with your team members and learn more about them
- Establish inclusive behaviors and make sure everybody is held accountable; be clear and explicit on non-acceptable behaviors
- Commit and make sure that everybody has an opportunity to share and participate – nobody dominates the conversation or action
- Correct any possible misattributions
- Amplify, support, champion good ideas that come from URGs members
- Be aware, examine and dismantle your biases – Be thoughtful

Thank You!

Yennie Rautenberg-Loya

