

Coaching for Improvement Planner

taken from

LIVE AS A LEADER

Inspiration and Tools to Transform Yourself, Your Team, and Your Life

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You will find this exercise on pages 98-101 of your book:

Action Step: Have the Conversation

Think of a situation with a team member where an expectation is not being met, or there is an opportunity to re-set or clarify an expectation.

Using the Coaching for Improvement planner, prepare your “script” for your conversation with your team member. After you complete your script, role-play the conversation with your own leader or a trusted colleague to practice and refine your approach. Then have the conversation!

Coaching for Improvement Pre-Planner

What is the general issue or topic for this conversation?

For *State the Facts*:

<p>What are the factual observations? <i>I've noticed...</i> (actual behavior)</p> <ul style="list-style-type: none">•••	<p>What is the expectation? <i>The expectation is...</i> (desired behavior)</p> <ul style="list-style-type: none">•••
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What is the **impact** of the actual behavior (for Ask and Listen)?

What is the possible **consequence** if no change in behavior (for Ask and Listen)?

What is your **positive intent** for the other person through this conversation (for Ask and Listen)?

Coaching for
Improvement Planner

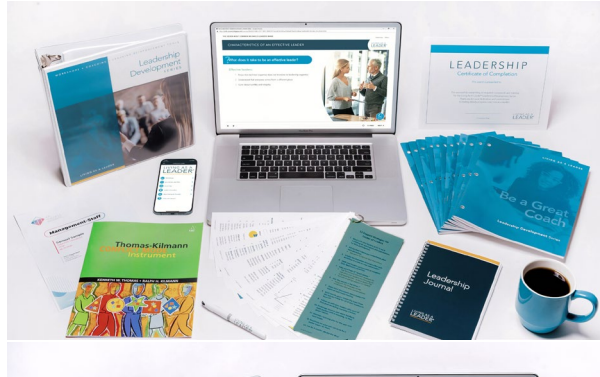
INVITATION

I'd like to meet with you for about ___ minutes sometime today. What time is best for you?



<p>1. WELCOME</p> <ul style="list-style-type: none"> • Show gratitude • Connect • Verify time 	<p><u>Sample Language</u></p> <p><i>Thanks for meeting with me.</i></p> <p><i>How are you doing? (Listen.)</i></p> <p><i>Is this still a good time?</i></p>
<p>2. SET THE STAGE</p> <ul style="list-style-type: none"> • State “concern” • Outline the discussion • Get reaction 	<p><u>Sample Language</u></p> <p><i>I have a concern about something.</i></p> <p><i>I'll briefly share my concern, then I'd like to hear your thoughts.</i></p> <p><i>How does that sound?</i></p>
<p>3. STATE THE FACTS</p> <ul style="list-style-type: none"> • Briefly share factual observations (actual behavior) • State the expectation (desired behavior) 	<p><u>Sample Language</u></p> <p><i>I've noticed....</i></p> <p><i>The expectation is...</i></p>
<p>4. ASK A KEY QUESTION</p> <ul style="list-style-type: none"> • Hand over “the ball” 	<p><u>Sample Question</u> <u>Your Question</u></p> <p><i>What can you tell me about this?</i></p>
<p>5. ASK & LISTEN</p> <ul style="list-style-type: none"> • “Peel the onion” by asking questions to understand • Add your perspectives only as needed • Share the <i>impact, consequence</i> and/or your <i>positive intent</i> as needed • Ask about options for moving forward • Add your thoughts about options 	<p style="text-align: center;"><u>“The Conversation Box”</u></p> <p><i>Tell me more about....</i></p> <p><i>What's an example of...?</i></p> <p><i>What else?</i></p> <p><i>Help me understand....</i></p> <p><i>How would you like to solve this?</i></p> <p><i>What are your thoughts about next steps?</i></p> <p><i>What do you need from me?</i></p>
<p>6. GAIN AGREEMENT</p> <ul style="list-style-type: none"> • Verify new or modified actions/goals/behaviors • Collaborate on timelines and follow-up • Summarize agreement 	<p><u>Sample Language</u></p> <p><i>It sounds like you will/I will....</i></p> <p><i>Am I correct about that?</i></p> <p><i>What timelines and follow-up can we establish?</i></p> <p><i>To make sure we're clear, the expectation is that you will....</i></p> <p><i>I also will....</i></p> <p><i>Is there anything I missed?</i></p>

Can we help you with anything else on your journey?



Our comprehensive leadership development program is designed to equip all leaders in your organization with the language, skill, and approach to maximize the performance and fulfillment of your employees.

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