

## 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"> <li>•</li> <li>•</li> <li>•</li> </ul>	<p>What is the expectation? <i>The expectation is...</i> (desired behavior)</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
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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

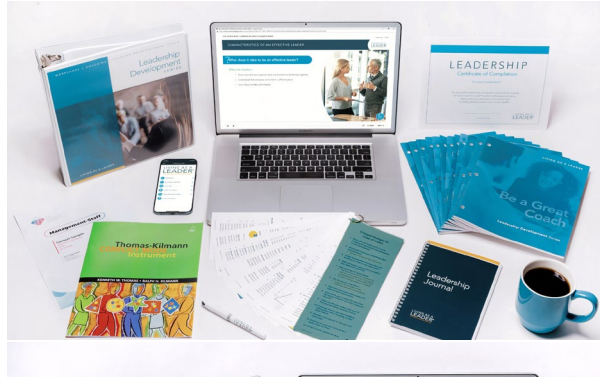
## INVITATION

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



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

Can we help you with anything else on your journey?



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