

Executive Summary

Be a Great Coach

Introduction: Coaching has become an increasingly popular and important leadership skill for developing people and maximizing their performance. This workshop provides leaders with a comprehensive understanding of coaching, and it equips them with a versatile process for coaching for growth and development.

Payoff: Participants will:

- Explore coaching as a highly effective “style of communication” for leaders
- Understand how and why coaching works
- Examine two different types of coaching (Coaching for Growth & Coaching for Improvement)
- Practice foundational communication skills for great coaching
- Learn a process for effectively coaching their teams and others for growth and development

Coaching is...the art and practice of using dialogue to shape, guide and grow another’s performance.

Coaching for Growth: To raise performance to higher levels through *learning, developing* and *expanding capability*.

8 Key Principles for Great Coaching:

1. Facilitate a **balanced, two-way conversation**
(rather than doing all or most of the talking)
2. Explore the **other person’s perspectives**
(rather than thinking you hold all the answers)
3. Focus on **asking questions**
(rather than on simply telling answers)
4. Create a **non-threatening environment**
(rather than overemphasizing power, authority, or right and wrong)
5. Believe that **others can change** their behavior
(rather than thinking others are “fixed” or hopeless)
6. Focus on **future potential**
(rather than on past mistakes)
7. Forge **agreements** regarding action
(rather than leaving next steps vague or assumed)
8. **Coach continually**
(rather than only at “special” times)

Coaching for Growth Process

INVITATION <i>I have something I’d like your help with. What’s a good time for you to talk for about ____ minutes?</i>	
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1. WELCOME • Show thanks • Connect • Verify time	<u>Sample Language</u> <i>Thanks for meeting with me. How are you doing? (Listen.) Is this still a good time?</i>
2. SET THE STAGE • State the topic and your <i>positive intent</i> • Outline the discussion • Get reaction	<u>Sample Language</u> <i>I want to talk about (topic)... because.... I’ll briefly share some background, then I’d like to hear your thoughts. How does that sound?</i>
3. STATE THE FACTS • Briefly share background info • If none, go to Ask a Key Question	<u>Sample Language</u> <i>Here’s the situation....</i> (Keep background brief – get to the key question to create dialogue)
4. ASK A KEY QUESTION • Hand over “The Ball”	<u>Sample Question</u> <i>What are your thoughts about...?</i>
5. ASK & LISTEN • “Peel the Onion” by asking questions to understand (?) • Add your perspectives only as needed (F) • Ask about options for moving forward (?) • Add your thoughts about options (F)	<u>“The Conversation Box”</u> <i>Tell me more about.... What’s an example of...? What else? Help me understand....</i> <i>How do you want to approach this? What might be our next steps? What do you need from me?</i>
6. GAIN AGREEMENT • Verify new or modified actions/goals/behaviors • Collaborate on time-lines and follow-up • Summarize agreement	<u>Sample Language</u> <i>It sounds like you will/I will.... Am I correct about that? What timelines and follow-up can we establish? To make sure we’re clear, you will.... I also will.... Is there anything I missed?</i>