

Executive Summary

Communicate By Design

Introduction: Many leaders find it challenging to coach effectively when employees or other fall short of expectations. This workshop provides leaders with a proven, versatile coaching process for conducting a firm yet respectful conversation to help people get back on track.

Payoff: Participants will:

- Learn how to confidently and competently “Coach for Improvement”
- Examine common pitfalls when coaching for improvement and how to overcome them
- Learn how to “State the Facts” clearly, directly and respectfully
- Practice and apply a six-step coaching process

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

“Coaching for Improvement”: To raise performance to the level of an expectation by *clarifying, aligning* and *creating accountability*.

How to Overcome Common Pitfalls when Coaching for Improvement:

- **Avoid making assumptions** about the situation before talking to the person
- Keep your **emotions in check**
- **Consider the other person’s environment** and Box of Life
- Consider how **you might be contributing to the problem**.
- Keep in mind that **most people want to do well**.
- Remember: Your role as a leader is to **help other people succeed**.
- Be **clear, direct and factual** during the conversation.
- Be **respectful and kind** during the conversation.
- **Ask questions and listen**.

“Coaching for Improvement” Process

INVITATION <i>I’d like to meet with you for about ____ minutes sometime today. What time is best for you?</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 “concern” • Outline the discussion • Get reaction	<u>Sample Language</u> <i>I have a concern about something. I’ll briefly share my concern, then I’d like to hear your thoughts. How does that sound?</i>
3. STATE THE FACTS • Briefly share <i>factual observations</i> (actual behavior) • State <i>the expectation</i> (desired behavior)	<u>Sample Language</u> <i>I’ve noticed....</i> <i>The expectation is....</i>
4. ASK A KEY QUESTION • Hand over “The Ball”	<u>Sample Question</u> <i>What can you tell me about this?</i>
5. ASK & LISTEN • “Peel the Onion” by asking questions to understand (?) • Add your perspectives only as needed (F) • Share the <i>impact, consequence</i> and/or your <i>positive intent</i> 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, the expectation is that you will.... I also will.... Is there anything I missed?</i>