

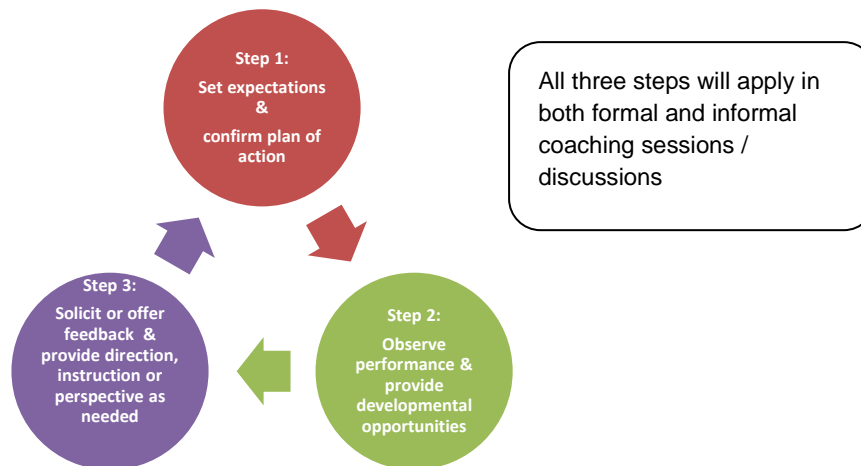
Effective Coaching: Quick Reference

What is Coaching?

- Helping others gain knowledge, information, and perspective to improve their performance, develop skills and competencies.
- It is not about “fixing” people or about the coach having all of the answers.
- You can help the coachee explore new approaches to a problem, challenge them to take a risk, think of things differently, or strive to complete a stretch goal.
- Can be an organized meeting, or occur during a brief, informal conversation.

The Coaching Process

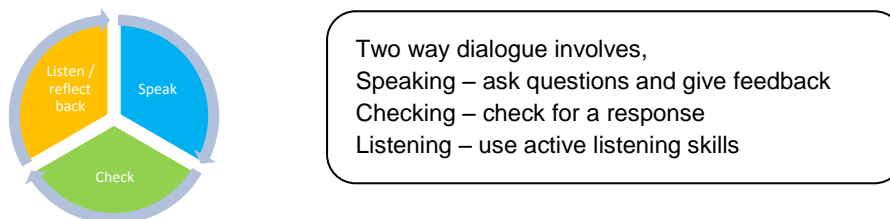
Coaching is a continuous process, with three primary steps:



Two Way-Dialogue & Effective Coaching Skills

A key to coaching for performance and development is creating **dialogue** that encourages:

- The employee to self-reflect and self-disclose information about his/her own performance
- Honest two-way discussion about progress toward goals, and feedback on specific behaviors.



These core communication skills enable effective coaching:

- Actively listening
- Solicit self-feedback
- Giving feedback
- Asking questions
- Providing perspective

Active Listening

- A set of skills (Attending, Following, and Reflecting) that demonstrate that you understand the thoughts and feelings being communicated by the other person, from their frame of reference
- Reflecting: When you briefly state, in your own words, the core of what the speaker has communicated

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