

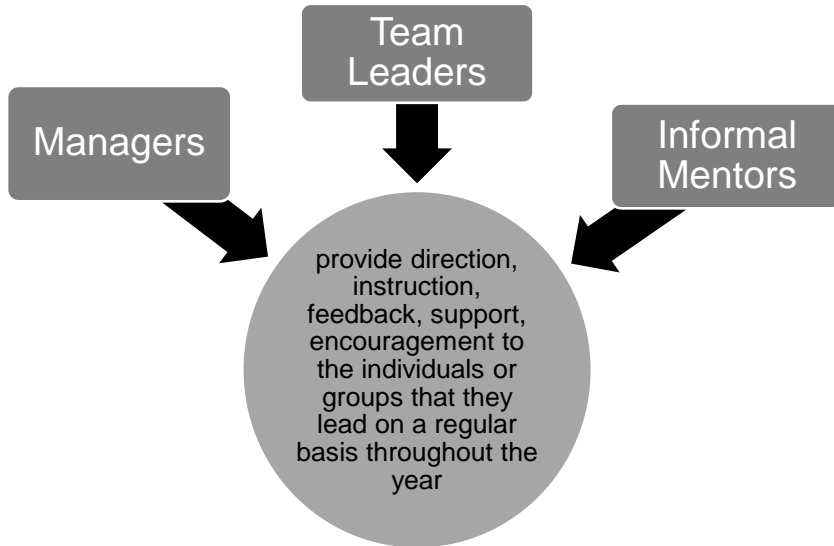
Effective Coaching

© The Employee Engagement Group All Rights Reserved

Coaching Introduction & Overview

© The Employee Engagement Group All Rights Reserved

Who is responsible to provide coaching?



© The Employee Engagement Group All Rights Reserved

Why coach?

- Help employees identify, develop & progress in their desired career path
- Assess issues and come up with shared solutions to improve performance
- Strengthen employee/manager relationships and build a stronger team
- Create a continuous learning environment
- Increase employee engagement and positively impact retention

© The Employee Engagement Group All Rights Reserved

What is a coach's role and responsibilities?

1. Get into groups of 3-4 people.
2. From the perspective of either the coach or the coachee, discuss the following in small groups:
 - a) What does effective coaching look like, feel like and sound like?
 - b) What are some of the challenges of coaching:
Overall?
At [company]?

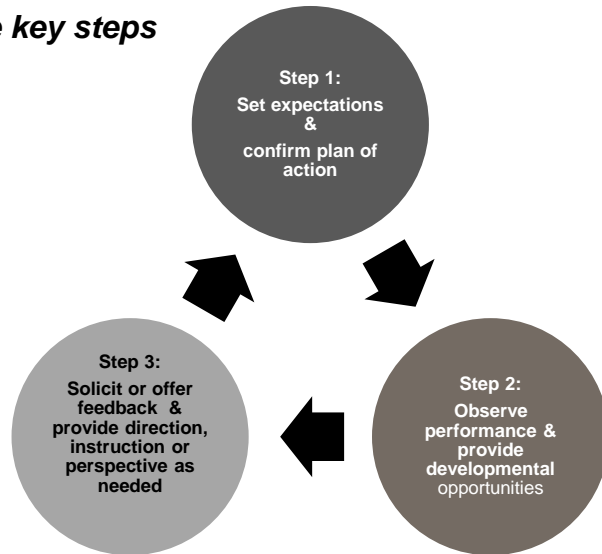
© The Employee Engagement Group All Rights Reserved

Coaching Styles and Process

© The Employee Engagement Group All Rights Reserved

Coaching process

Three key steps



© The Employee Engagement Group All Rights Reserved

Coaching and Change

© The Employee Engagement Group All Rights Reserved

Coaching and change

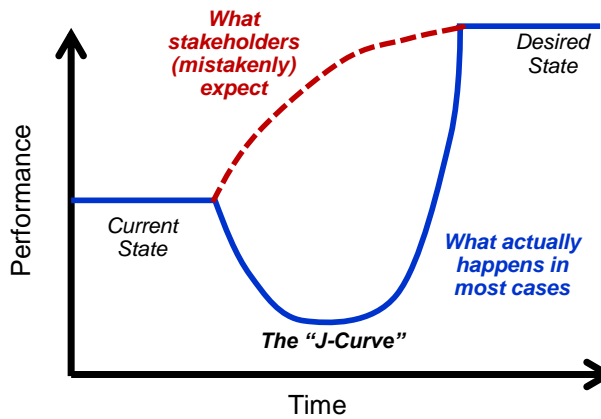
- Many things can change through the course of our careers, or in the course of a year, a week, or a day!
- A coach can help you move through the process of change.



© The Employee Engagement Group All Rights Reserved

Change fundamentals

Things may get worse before they get better



© The Employee Engagement Group All Rights Reserved

Coaching & Gap Analysis

© The Employee Engagement Group All Rights Reserved

Gap analysis

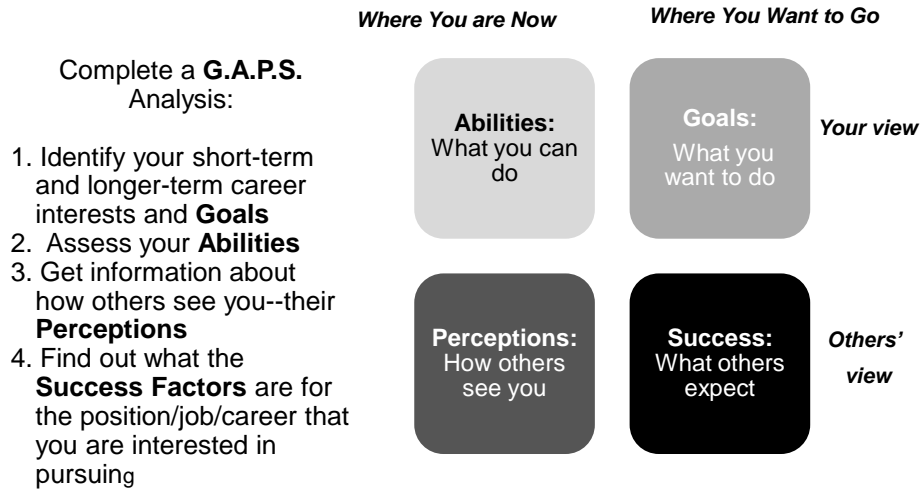
Many people are not aware of their gaps!

Successful coaching assists coachees to:

- identify the gap between the coachee's **current** goals, skills or performance level and what is **required for the future**
- motivate and develop an action plan around how to resolve the difference/change behaviors

© The Employee Engagement Group All Rights Reserved

Assessing effectiveness



Source: Personnel Decisions International

© The Employee Engagement Group All Rights Reserved

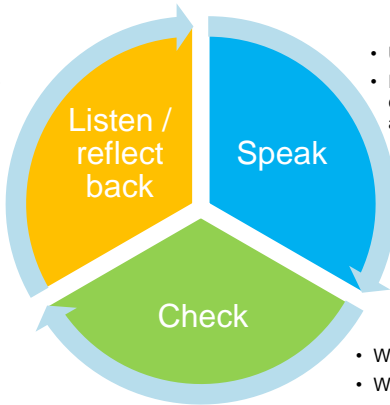
Effective Coaching Skills

© The Employee Engagement Group All Rights Reserved

Applying effective coaching skills

A key to having productive and collaborative discussions about performance and development is creating two-way **dialogue**

- Use active listening skills e.g.
- Sounds like you.....
 - You feel....
 - What I heard you say was



- Use open-ended questions
- Provide feedback, comments, instructions and/or suggestions

- What do you think?
- What will you do?
- How does that sound?

© The Employee Engagement Group All Rights Reserved

Applying effective coaching skills

Self-feedback

- When a person reflects on his/her performance and talks about what he/she did, and how
- Ask your employee to think critically about his/her own development needs or performance



© The Employee Engagement Group All Rights Reserved

How to give feedback

Prepare

- Decide “best” time and place
- Know the results you want to achieve, what behavior you want to reinforce or help develop or improve

Open the meeting

- Set the stage and let person know what to expect/what you’ll discuss

Discuss feedback

Next steps

© The Employee Engagement Group All Rights Reserved

Handling defensive reactions

Ways to handle defensive reactions

- Remain calm and poised
- Apply active and reflective listening skills
- Acknowledge disagreement and ask for examples to seek understanding
- Keep your body language/voice neutral or empathetic
- Encourage employee to come up with ways to improve their behavior

If it continues:

- Offer cooling off period or reschedule if needed

Honest criticism is hard to take, particularly from a relative, a friend, an acquaintance, or a stranger (Franklin P. Jones).



© The Employee Engagement Group All Rights Reserved

Applying effective coaching skills

Powerful questions

- Get people to think, and help them explore and solve their own problems
- Assist with self-discovery – “ah-ha” moments



© The Employee Engagement Group All Rights Reserved

When asking Powerful questions

- Move from broad to specific questions
- Use mostly open-ended questions
- Use close-ended questions skillfully
- Clarify information that is provided
- Keep questions simple and short
- Ask one question at a time
- Ask questions that help the coachee understand the “change”

Coaching using the GROW model

© The Employee Engagement Group All Rights Reserved

Coaching: GROW model

Goal (What is your goal? What do you want to achieve?)



Reality (What is the current reality of your situation?)



Options (What are your options?)



Will (What will you do/commit to?)

© The Employee Engagement Group All Rights Reserved

After the conversation – follow-up actions

- Actions are best when they are identified by the coachee
- Help align actions with strategies and goals
- Use SMART goals

© The Employee Engagement Group All Rights Reserved

Let's practice!

1. Get in pairs
2. One person will be the coach & one person be the coachee – 10 minutes
 - **Coachee:** Select a topic in which you want to be coached
 - **Coach:** Use the **GROW** model to coach your pair
3. Debrief:
 - What did the coach do well?
 - What were some skills that really helped you with your topic of discussion?
 - What should the coach do differently next time?
4. Switch roles

© The Employee Engagement Group All Rights Reserved

Follow-up Plans & Your Next Steps as a Coach

© The Employee Engagement Group All Rights Reserved

Ideas for continuing your development as a coach

- Add this as an agenda item for your next meeting with your manager
 - Discuss the support you need from him or her
- Identify a mentor or peer coach to practice your coaching