

Effective coaching does
not start in the locker
room at half time.

Characteristics of Effective Coaches

You will answer yes or no...mental survey of your coaching abilities.

Describe the Benefits of Coaching

1. Builds employee skill level
2. Develops trust between employee and leader
3. Empowers employee [manage responsibilities]
4. Increases employee's motivation
5. Increases quality of tasks
6. Increases quality of communication
7. Increases innovative thinking

Let's look at how you can prepare for formal coaching conversations by looking at page 1-2, "Coaching Checklist."

#5 [coaching objective]: *Increase Diane's proficiency and confidence of facilitating and leading group discussion. Diane has strong conceptual knowledge about subject; hone facilitation skills .*

#6 [future performance expectations]: *To lead/facilitate a Leadership Development Strategic Planning workshop.*

Socratic Coaching - Questions

The hallmark of a great coach is not always giving the answer or being the expert.

- Employee thinks and learns through use of questions.
- Employee reaches his/her own answers/conclusions.

No “Leading” Questions

- Questions that include the answer within the question, i.e., “Don’t you agree that my idea to have you work on your communication skills is exactly what’s needed?”
- Questions that suggest the expected answer, i.e., “Everyone else has indicated that team cooperation is our problem. What do you think?”

Give a BEER

Behavior: discuss current performance behavior(s).

Effect: current behavior on employee, others, you, customer, company.

Expectation: future performance expectation(s) [employee's and leader's].

Results: positive results for future performance behaviors. Link results to success of employee, team, company, customer, etc.

Positive Feedback Coaching

Two types of reinforcement:

1. Positive work performance (never let great work go unnoticed).
2. Efforts of working towards performance expectations (haven't completely attained expectations).

Vague Positive Feedback/Coaching

1. “I noticed you’ve been trying.”
 2. “You did a great job.”
- Choose one of the two vague statements.
 - Write out how you would improve this feedback [add specifics from your work environment].

Specific Positive Feedback Coaching

1. “I’ve noticed that you went out of your way to help Betty today when she had a problem updating the supplier information on the system. I’m impressed that you’re making an effort to share your knowledge. Keep doing that!”
2. “You took the initiative and solved the customer’s problem – fantastic! Thank you – that saved the team a lot of time!”

Vague Constructive Feedback /Coaching

1. “You’ve got to work on your attitude.”
 2. “I’m just not seeing team player behaviors.”
- Choose one of the two vague statements.
 - Write out how you would improve this feedback [add specifics from your work environment].

Specific Constructive Feedback /Coaching

- .“Rita, since we’ve been going through our department restructuring it seems your willingness to jump in and help new team members has lowered, for example this week when... Perhaps I’m seeing things differently, what are your thoughts? [wait for response and respond] Your skills and knowledge are critical for the new team member’s and our department’s success. What can you do to make sure this happens? [wait for response and respond] We’re in this together, so let’s check in with each other this Friday to see how things are going for you.”

Specific Constructive Feedback /Coaching

- 2. “Carl, I noticed that yesterday when you had a problem with Tim you went to another team member to complain about Tim. Was there a reason why you didn’t go directly to Tim? [wait for response and respond] You might find it more helpful to talk directly with Tim. What can you do to make sure this happens? [wait for response and respond] If it would be helpful we can schedule time to together practice ways to do this.”