

Coaching Toolkit

Build a basic understanding of what coaching is and how it can be conducted.

Date: Jul. 2016

Agenda

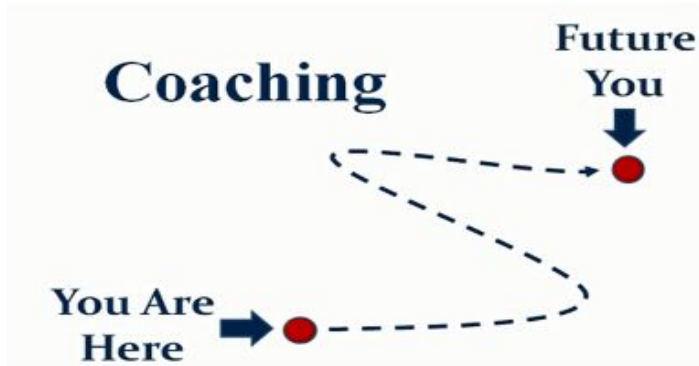
- Mind set
- Skill set
- Tool set
- Wrap up

Part I - Mind set of coaching



What Is Coaching?

Workplace coaching is the process of equipping people with the tools, knowledge and opportunities they need to fully develop themselves to be effective in their commitment to themselves, the company and their work.



Coaching is a “relationship” between two or more people - one being the coach, the other being the employee.

5 Words for Coaching

- Development - Developing people!
- Relationships - Be good at building comfortable relationships
- Direction - What is expected? Where are they headed? How can they contribute?
- Accountability - Constructive honest feedback.
- Result - They want to succeed!

Mentor, Consultant, Trainer, Coach...



Mentor

**Based upon my experience,
I suggest you...**

vs.

Coach

**What do you think
you should do?**

Consultant

**This is the problem,
you should do...**

vs.

Coach

**What do you want?
How will you achieve this?**

Trainer

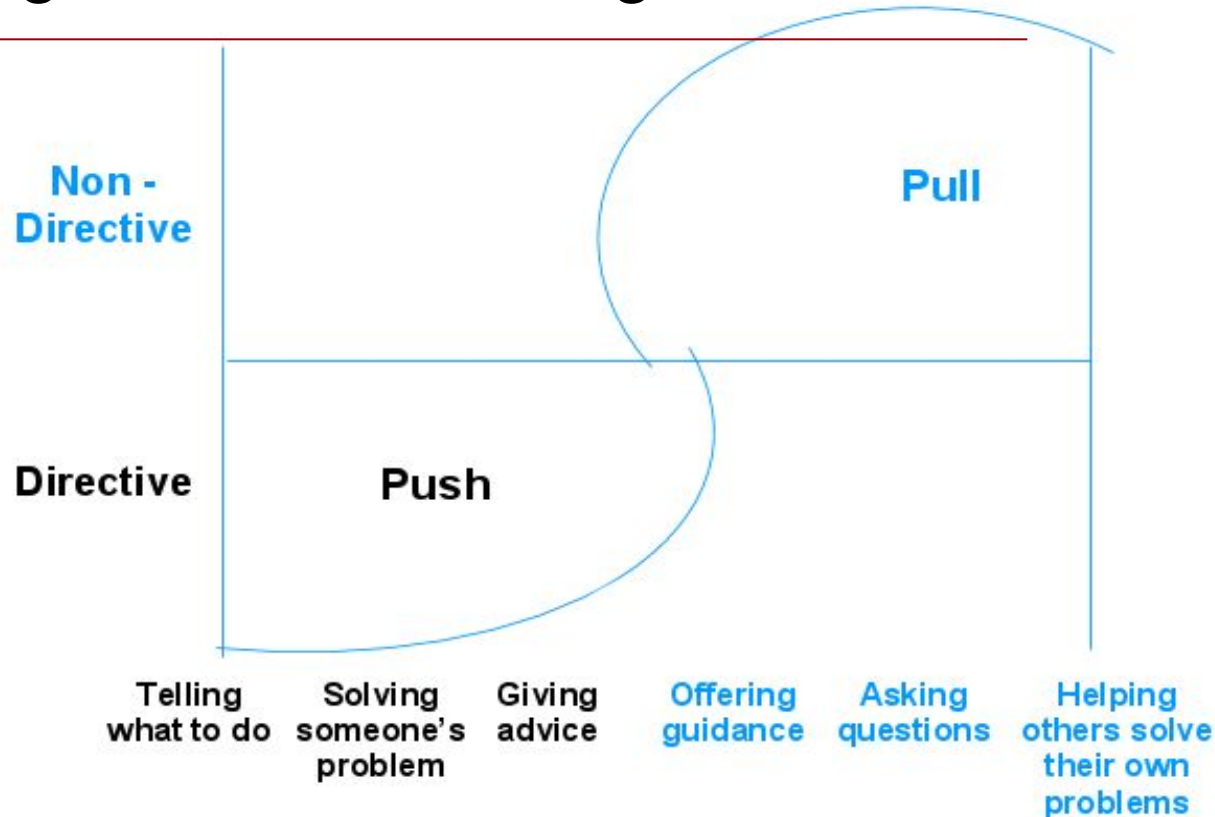
**This is what you need
to learn and change...**

vs.

Coach

**What will you implement
to change the current situation?**

Coaching vs Non-Coaching



Practice, Practice, Practice

NON COACHING

1. I think your problem is...
2. You should think about ...
3. You should do this, this, this...
4. If I were you, I would ...

COACHING

1. What is your opinion?
2. What did you do so far?
3. What would you like to change?
4. How would you make the change happen?

Part II



Core Skills as a Coach

A - Build the Relationship

- Establishing trust with employee

B. Communicating Effectively

- Active Listening
- Provide Feedback
- Powerful Questioning

A: Build Relationship

Build Trust - Treat people with Respect

- Feeling Safe
- Feeling Valued & Respected
- Feeling Capable & in Control

“What you do matters and has significance”

Holding People Responsible demonstrates Respect!

B: Communicating Effectively

- Active Listening
- Provide Feedback
- Ask Powerful Questions

Active Listening

- Fact: The message/content of what employee is saying... *Restate what the employee said.*
- Feeling: The feeling behind the message... You feel _____ about _____
- Focus: The speaker's intention ... *Positive intention behind the emotion / behavior*

Practice, Practice, Practice

- Divide into teams (5-6 people on each team), One team member tells a story (1 minute)
- The others reflect:
 - What are the facts vs. judgment / assumption?
 - What is the feeling / emotion from the story?
 - What is the intention behind what they are saying?

Providing Feedback

- Offer feedback that is:
 - Positive
 - Specific
 - Supported by examples
 - Focus on future
- Feedback:
 - Should be objective
 - Must relate to the employee's issues
 - Should avoid negative language

Reinforcing Feedback

1. Reflect exact acting / behavior / result
2. Appreciate the effort / capability
3. Praise the impact

Example:

1. What have you done in the past that might help now?
2. How have you managed to get this far?
3. What could give you more confidence and support follow through?
4. What is the impact to our team / organization?

Adjusting Feedback

1. Describe the fact (behavior / action / result)
2. Describe your feeling and expectation
3. Describe how you are feeling now
4. Give supportive, not critical feedback
5. Provide guidance on things that could be improved

For Example:

- How are you feeling now?
- What can you learn from this?
- How might you improve on this next time?
- Did you think of other ways to do this?
- What would you do differently next time?

Part III



The GROW Model in Action!



REMEMBER:

Coaching is to help the employee solve a problem. THEY should solve the problem, not YOU! Do not impose your solution on the employee.

Step 1: Set Goals

Key Points

- Use SMART Goals
- Explain why goals are important
- Ask questions from goal-focused perspective
- Reframe problems as goals

Example Questions

- What is the goal of this discussion?
- What do you want to reach (long-term, mid-term)?
- If it is a long-term goal, what mid-term goals might help you reach it?
- When do you want to achieve this?
- What kind of a person would you be if you achieved this?
- What's the meaning for you if you achieve this?

Step 2: Checking Reality

Key Points

- Invite self-assessment
- Reflect back what you hear
- If employee is willing, offer neutral feedback with specific examples
- Avoid assumptions

Example Questions

- What have you done in relation to this matter until now?
- What were the results?
- What happens now?
- Whom does it concern?
- What resources are available internally and externally?
- What hinders you from making progress?
- Do you feel uneasy about something in this project/plan?

Step 3: Checking Options

Key Points

- Find as many solutions / alternatives as possible
- Have employee list all options
- Select the best options:
 - Pick out the most likely options
 - Evaluate them (consider pros & cons)
 - Encourage all options
 - Make suggestions only if asked
- Check options against the goal
- Ensure they make choices
- Avoid leading employee

Example Questions

- What options do you have?
- What else can you do?
- What else, any further options?
- What would it be, if ...?
- Do you want to hear another suggestion?
- What are the advantages and disadvantages of all these options?

Step 4: Wrap-up/ Way-Forward Stage

Key Points

- Get a commitment to action
- Identify any obstacles
- Create a plan with deadlines
- Agree on support
- Use questions to prompt employee
- Provide employee written summary of actions defined at end of session

Example Questions

- What will you do, which option will you chose?
- When will you do it (begin?)
- Will you achieve your goal with this option?
- Which obstacles may you meet on your way?
- How will you overcome these obstacles?
- Who should know about it?
- What help do you need?
- Where/how will you get support?

Follow up after Coaching Session

- Be available for further questions, discussions and help.
- Once goal completed, facilitate the learning effect by having the employee review, what worked / what didn't / key learning's.

GROW Questions

GOAL

- What goals do you want to reach?
- What mid-term goals might help you to reach it?
- Do you have a timeframe?
- Is it a SMART goal?
- How will you know you've achieved that goal?

OPTIONS

- What options do you have?
- What else could you do?
- What haven't you tried yet?
- What are the advantages and disadvantages of all these options?

Create your own questions. Be inventive!!

REALITY

- What's going on now?
- Who's involved?
- What's likely to take place in the future?
- What have you done about this topic up until now?
- What hinders you from making progress?

WRAP-UP

- What option will you chose?
- When will you do it?
- Will you achieve your aim with this option?
- Which obstacles may you meet on your way?
- How will you overcome these obstacles?

Creating a Coaching Culture

- Have a coaching conversation every day
- Live coaching, don't fake it
- Make sure you have a coach for yourself
- Build relationships, then coach
- Remember coaching is listening, not telling
- Build on strengths, create energy for positive change
- Value everyone's differences and uniqueness
- Have regular, consistent, structured conversations with each person
- Plan and agree on stretch goals; review frequently



TRULY DRIVING SIMPLICITY

Simplicity is our passion. Proposing unique Lean Office solutions are our specialty and pride. Promoting continuous improvement is our reward.

HOW can we
HELP?

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