

# COACHING MY PEOPLE

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Manager led coaching sees the manager take the role of the coach and is typically focussed on particular areas of business need. For example,

- Strategic Planning skills for business planning
- Financial Management skills
- People skills

Manager led coaching has clear goals and objectives, directly relating to the current demands of the position. Either the manager or the staff member being coached can identify the development area and basis of coaching.

## ***Key Coaching Skills***

The skills required for coaching are the same skills required to conduct a successful planning, development and review discussion.

## ***Active Listening***

Active listening acknowledges the feelings of both the coachee and coach. It involves showing an interest and willingness to listen to the coachee.

## ***Suspending Judgement***

Suspending judgement is often very difficult, particularly when the coach becomes over-enthusiastic. It involves listening with an open mind to suggestions without immediately dismissing them as impractical or worthless.

## ***Giving and Receiving Feedback***

Constructive feedback should be given in a balanced way. For example, the coach could ask 'What do you do well? What could be done differently?' An effective coach would also ask the coachee to give feedback on the coach's performance.

## ***Recognising and Expressing Feelings***

The successful coach understands the importance of feelings and how they may influence behaviour. The coach should be able to recognise how the coachee is feeling and to express empathy.

## ***Paraphrasing***

Coaches should be able to repeat in their own words what they believe has just been said. This checks understanding and indicates how closely the coach has been listening.

## ***Drawing Out***

Drawing out enables the coachee to talk about problems, feelings and ideas. This involves using a questioning technique. Concentrate on open questions, for example "What", "Why", "How", etc.

## ***Silence***

Remaining silent is an important part of the coach's role. It is very tempting to fill the silence but this is likely to be counterproductive and to interfere with the coachee's expression of feelings.

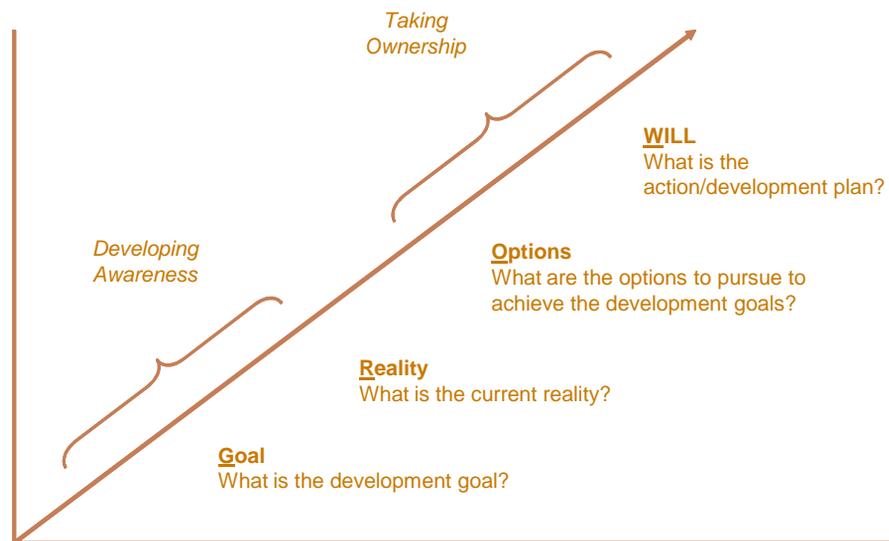
# Structuring Coaching Conversations

Benefits of using a structured approach:

- Focus on the issue they wish to address
- Raise their awareness of the reality of their current situation
- Narrow the focus of their awareness onto development areas and options for improvement
- Encourage direct report to take responsibility for action to improve their performance.

## GROW Model for coaching

The GROW coaching model provides a tool to guide the coaching process. While this tool is primarily used to guide a conversation a leader would have with a direct report, it can also be used to assist self-reflection before engaging a leadership coach.



### Establish the Goal

Define the goal or the desired outcome. Ensure the goal is specific, measurable, achievable, realistic and time-bound (SMART). To increase ownership encourage the coachee to be fully involved in identifying and defining goal.

- What is the issue you would like to work on?
- What outcome are you seeking by the end?
- What does success look like?
- How will you know you have achieved your goal?
- How will you know the problem is solved?
- What is your timeframe?

### Examine Current Reality

Review current situation, encourage the coachee to analyse any assumptions they have about their current situation. Identify what is currently happening, who is currently involved / affected and the impact it has.

- What is the present situation in more detail?
- What, who, when, how often?
- What assumptions do you have?
- What, and how great, is your concern?
- What impact does it have?
- How much influence do you have personally over the outcome?
- What resources do you have?
- What have you done so far? What stopped you doing more?
- What is really the issue here, what is the bottom line?

### Explore the Options

Once they have analysed their current situation, encourage the exploration of the options they have for solving the problem. Generate as many options as possible, then evaluate the different options. As the coach, focus on the process and let the coachees explore the content.

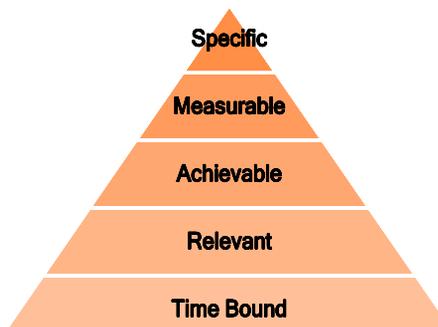
- What are all the different ways in which you could approach this issue?
- What are the options you have for resolving the issue?
- What else might you do?
- What are the advantages and disadvantages of each option?
- What resources would you need?
- Who might help you? How would they help you?
- How will you evaluate the different options?
- Which would give the best result?

### Establish the Will

Now the coachee has evaluated their current reality and explored all their options, challenge them to identify the action they will take. Assist the coachee to determine the actions that will be required to achieve their new goal, chunking it down into achievable steps and short-term goals. It will be their responsibility to take forward their plans therefore they need to be committed to and own the actions they have identified.

- Which option, or options, do you choose?
- To what extent does this meet all your goals?
- What are the key steps you will need to take to achieve your goal?
- What barriers could arise that will prevent you from moving forward?
- What are your criteria and measurements for success?
- When precisely are you going to start and finish each step?
- How will you overcome any barriers?
- Who are the key stake holders that need to be included?
- What support do you currently have, and what support do you require?

### Conduct a Goal Setting Conversation



<b>Specific</b>	Define expectations and explain the objectives Avoid generalities and use action verbs as much as possible.
<b>Measurable</b>	Define specific metrics for quantity, quality, timeliness, and cost that can be objectively measured.
<b>Achievable</b>	Ensure that the goals are challenging, but within reason. While each individual goal may be achievable, do not assign the employee more goals than he / she could reasonably be expected to successfully complete.
<b>Relevant</b>	Where appropriate, link the goal to a higher-level departmental or organisational goal, and ensure that the employee understands how their goal and actions contributes to the attainment of the higher level goal
<b>Time based</b>	Specify a date or elapsed amount of time when the goal needs to be completed contributes to the attainment of the higher level goal.

## Quick Workplace Coaching Conversations

Leaders face many coaching opportunities every day. The challenge is often recognising and then embracing the coaching opportunity.

The 10 minute coaching development discussion simplifies the GROW model and guides leaders (coaches) through a quick on-the-job coaching discussion with coachees, whenever the opportunity arises. At each stage the Leader will ask an open question, actively listen, encourage, then add suggestions if required.

### 1. DESCRIBE AND UNDERSTAND THE SITUATION

- What happened?
- What specifically did you do?
- What did others do?
- What had you hoped would happen?
- What factors led to the result?

### 2. CONSIDER ALTERNATIVE APPROACHES

- What are some other ways to approach a situation like this?
- What factors are crucial in considering what approach to take?
- How can you develop skill and confidence in these alternative approaches?

### 3. PLAN ACTION

- What will you do when you face a similar situation again?
- What preparation might you make now in order to be ready for such situations in the future?
- Who might be of help in such preparation?
- How might your success be made more visible?