

COACHING CONVERSATIONS TIP SHEET

Coaching evokes excellence in others. Managers need to coach team members not only to develop their performance, but also when performance has declined or work habits are not in line with company standards. The guidelines below outline the steps and skills for productive coaching conversations.

Six Steps for a Coaching Conversation

1. Set the stage for a positive discussion. Be aware of your attitude and manage your emotions in the moment.
2. State the specific behavior you have observed and/or describe the performance issue. Wait for a response.
3. Ask open-ended questions to work toward a solution. Identify and manage sidetracks.
4. Remind your team member of the goal; discuss the impact to the employee, manager, team, and organization.
5. Explore solutions and agree on a solution; ask questions and prompt when necessary.
6. Agree on next steps; confirm commitment and set a date for follow up.

Give Present-Moment Feedback

- ♦ Highlight behavior when it occurs
- ♦ Be specific and compassionate in your delivery
- ♦ Guide the person to examine what triggered their behavior
- ♦ Connect the behavior to performance

Ask Open-Ended Questions

- ♦ Ask questions to engage in dialogue
- ♦ Use silence to allow for reflection and answers
- ♦ Ask for associate's input and listen!
- ♦ Give guidance, not answers

Listen Actively

- ♦ Be present in the moment and focused on the conversation; show genuine interest
- ♦ Paraphrase to show understanding
- ♦ Paraphrase for feeling; show empathy
- ♦ Ask probing questions for clarification
- ♦ Be aware of communication from body language, voice, and tone

Coaching Phrases and Open-Ended Questions

- ♦ I am aware that you are under a lot of pressure.
- ♦ What resources do you need that you aren't getting?
- ♦ What barriers are you experiencing and what can I do now and in the future to help you overcome them?
- ♦ What do you see as causing the problems you are encountering?
- ♦ What do think is working well? What is not working well?
- ♦ What do you need to be more successful?
- ♦ On a scale of 1 to 10, how would you rate your team's motivation? What would it take to get to a 10?



Reminders . . .

- ✓ **Manage your emotions.**
- ✓ **Reaffirm, with enthusiasm, that you value the team member's contributions.**
- ✓ **Express that you want the person to succeed.**
- ✓ **Show your genuine desire to support and coach the team member toward success.**

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