



# **Coaching Conversations**

Participant Workbook



*enhance the experience.*

This training was developed by Elaine Carr and Laura Grimes  
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<https://www.harringtonconsulting.us/>

### Agenda

- Introduction
- Coaching Fundamentals
- The Coaching Conversation
- Tips for Better Coaching
- Close

### Coaching Defined

Coaching is an ongoing management process involving direct reports and with three main activities:

- Proactive listening
- Asking prompting questions
- Providing targeted, timely, and actionable feedback

### The Benefits of Coaching

Organizations with highly effective coaching are:

- 30%** More likely to have strong business results
- 33%** More effective at engaging employees
- 42%** Higher employee productivity

Source: Bersin by Deloitte

Of organizations with strong coaching cultures:

- 81%** See improved team functioning
- 79%** See higher employee engagement
- 70%** See increased productivity
- 67%** See faster onboarding
- 71%** See faster leadership development

Source: Human Capital Institute (HCI) and International Coach Federation (ICF)

### Foundational Principles

- Believe in each team member
- Create a safe environment
- Be respectful
- Tackle the difficult conversations
- Coach frequently and regularly
- Coach everyone

### **Believe in each team member**

- Want the best for them
- Believe in their capacity to change
- Intend to help them grow
- Have great expectations for them

### **Create a safe environment**

- Build trust
- Get your intention right
- Hold boundaries until you are ready
- Be curious
- Recognize everyone's individuality
- Create a context of possibility

### **Be respectful**

- Show an honest interest
- Help them feel appreciated and valued

### **Tackle the difficult conversations**

- Be clear about expectations
- Many employees crave constructive criticism

### Coach frequently and regularly

- On a regular basis
- Daily “quick hits”

### Coach everyone

- Low performers
- High performers
- ALL employees

## The Coaching Conversation

### Preparing to Coach

Review **past sessions** and actions since the last session

- What was last coached?
- What is the next skill to be developed?
- What are the priorities for this individual?
- Have I coached on this previously?

Gather **data**

- What data do you need and how will you get it?
- Specific examples are critical to reinforce the positive and provide evidence of improvement needed

Think about what **motivates** the person

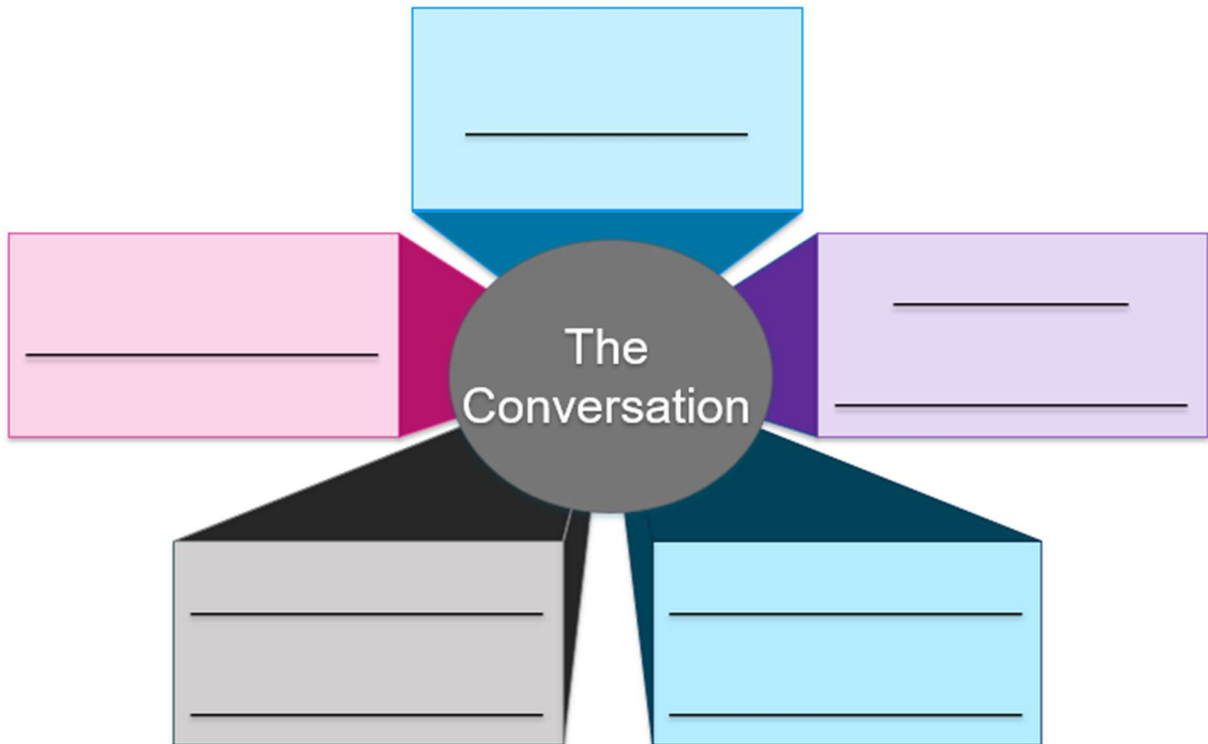
- How will you position issues to them?
- What are their hot buttons and motivations for being there?
- What might be potential roadblocks from the team member? How will you handle these?

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What is my **attitude** towards this person?  
Do I want the best for them?

### The team member also prepares

- What have I accomplished since our last meeting?
- Did I meet the objectives set in the action plan?  
If not, why not?
- What challenges and problems am I facing now?
- What new opportunities do I see for myself?
- How do I want to use my coaching time?



### Opening

#### Do a personal check-in

- How are they doing?

#### Follow-up on actions from the last session

- Review the last action plan
- What has happened since then?

### Share Observations

**Observation** = what a person says or does.

- Focus on description rather than judgment
- Focus on observation rather than inference
- Focus on behavior rather than the person
- Watch out for feedback overload

### Ask Questions and Listen

- Focus on “what” rather than “why”
- Be a thinking partner
- Be quiet
- Listen with your whole body
- Empathize



## Coaching Conversations

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### Sample questions:

- What's on your mind?
- What's the real challenge here for you?
- What do you want?
- What is your perspective?
- Before I tell you what I might do, how about your own thoughts on this?
- Have you encountered this problem before? What did you do that worked?
- Any other ways of approaching this situation?
- What would be the best possible outcome for you?
- What could you change in your approach that might get you better results?
- How can I help?

### Make a plan **TOGETHER**

- Key actions to complete by the next coaching session.
- Training and resource needs
- Clearly state your expectations

### Summarize

### After the Session

- Document
  - Topics discussed
  - Agreed upon actions
  - Things you need to do
  - Reminders for future sessions
- Keep private
- Reflect on your performance

### Tips for Better Coaching

#### Coaching Tips

- Look for excellent outcomes
- Share your reaction
- Be conversational, not confrontational
- Don't talk too much
- Ask rather than tell
- Encourage small incremental changes

### Becoming a Better Coach


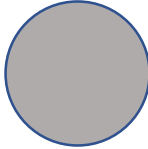
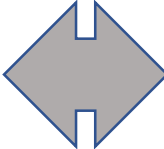
#### Essential Coaching Skills

- Listening
- Building trust
- Being supportive, encouraging, and motivating
- Able to deliver praise and feedback

#### Triangular Coaching

- An observer sits in on the coaching session
- Explain what is happening at the beginning of the session
- The observer may take brief notes
- Observer tries to sit in on three different sessions
- Observer provides feedback to the coach

**Action Plan**

<p><b>What squared or agreed with what you already knew?</b></p> 	<p><b>What did you learn that completed a circle of knowledge?</b></p> 
<p><b>What action will you take as a result of this training?</b></p> 	<p><b>What did you see from a new angle?</b></p> 