

6-Step Coaching Approach

1. Prepare Your Intent
2. Share Current Assessment
3. Ask Questions
4. Listen
5. Clarify and Craft Goals
6. Follow up

1: Prepare Your Intent:

- Coaching, in order to be effective, requires mutual respect and trust.
- Frame your desire to help your employees improve and you will be a more effective coach.
- Don't limit your coaching goals to technical skills. Consider a range of skills including improving interpersonal relationships.
- Don't have too many goals for the first session. Pick one thing and plan for that to be the topic of your coaching session.

Examples for your coaching intent:

- Improve performance
- Develop skills
- Delegate for development
- Redirect performance
- Assign new responsibility
- Encourage and reinforce
- Other:

Discipline is not the goal of this topic. Consider Best Care's *Managing Conflict*, *Management Boot Camp*, or *Conflict Management Boot Camp*.

2: Share Your Current Assessment

- Private - Feedback should be discussed in private and in person.
- Performance-based – Ensure your employee understands the feedback and how to improve performance.
- Participative - You want your employees to be able to listen to your intonation, to read your body language, and to have the opportunity to ask you for clarification.

3: Ask Questions

Your role as a coach will involve asking more than telling, guiding the discussion vs. always providing the answer.

Example questions include:

- Tell me how you see this.
- Tell me about your experience.
- What's your view?
- How do you see it?
- What do you think?
- How would you approach this?
- What else are you thinking?
- What else might work?
- What's another approach you could take?

4: LISTEN

You must give people the opportunity to speak their minds and to ask for clarification.

Listening isn't just about hearing the words, it's also about listening to the tone, speed, and volume of the person's voice.

- How do you know when someone is agreeing with you?
- How do you know when their words say yes but their tone or body language says no?

5: Clarify and Set Goals

Ready to set goals? Maybe. Clarify, clarify, clarify! Ensure you and your employee understand the goal and why it's important.

Use the SMART Goals Worksheet to collaborate on setting goals.

6: Follow up

When will you follow up? When is a reasonable time-frame to assess progress?

Don't wait to give feedback if it becomes necessary sooner than you planned. You will miss the opportunity to improve.

Coaching Plan Worksheet Activity

Consider the members of your team:

- What is a skill/task/performance goal you have in mind for one of them?
- What is a pain point for you or the team?
- What do you see as a needed skill for career development on your team?
- What skills do you need/want them to develop?

Complete the Coaching Plan Worksheet for one goal for one employee.

SMART Goals Worksheet

Complete the Smart Goals Worksheet for your upcoming coaching conversation.

Remember that you will coordinate with your employee to complete this worksheet in your coaching conversation. You may request the employee to complete it after your initial conversation, then set another appointment to review and approve the goal.

Set Your Coaching Conversation Appointment

When will you have your coaching conversation?

Additional Resources

- *Unlocking Potential: 7 Coaching Skills That Transform Individuals, Teams, and Organizations* by Michael K. Simpson and Dr. Marshall Goldsmith
- *Leadership 2.0* by Travis Bradberry and Jean Greaves
- *Coaching Basics, 2nd Edition* by Lisa Haneberg

Coaching Plan Worksheet

Date: _____ **Employee:** _____

<p>Prepare Your Intent</p> <p>What is my intent for this coaching conversation?</p>	<p>Examples:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Improve performance <input type="checkbox"/> Develop skills <input type="checkbox"/> Delegate for development <input type="checkbox"/> Redirect performance <input type="checkbox"/> Assign new responsibility <input type="checkbox"/> Encourage and reinforce <input type="checkbox"/> Other: 	<p>What do I want the outcome of this coaching conversation to be?</p>
<p>Share Current Assessment</p> <p>What am I seeing in this individual's performance?</p>		<p>Why is this important?</p>
<p>Ask Questions</p> <p>What questions can I ask to learn about the employee's perspective?</p>		
<p>Listen</p> <p>What can I do to actively listen?</p>		
<p>Clarify and Craft Goals</p> <p>Use Smart Goals Worksheet</p>		
<p>Follow Up</p> <p>When can I reasonably expect to see progress?</p>		<p>When will we set our next coaching conversation?</p>

Smart Goals Worksheet

<p>Specific What exactly does the employee need to achieve?</p>	
<p>Measurable How will we know when the employee has achieved this goal? Can it be quantified?</p>	
<p>Achievable What resources will the employee need and how can they be obtained? (Remember time is a resource!)</p>	
<p>Realistic/Relevant What outcome or change will result from achieving this goal? How will achieving this goal help the employee, the team, or the organization?</p>	
<p>Timed When will each step be completed? Break the goal into steps with appropriate due dates.</p>	

Best Care Webinar Evaluation

Program Title: _____ Date: _____
Your Employer: _____ Facilitator: _____

Thank you for participating in today's webinar. Please share your impressions below and then fax to Best Care EAP at (402) 354-8046 or scan and email to EAP@BestCareEAP.org.

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
1. The material covered in this program will benefit me personally and/or professionally.	1	2	3	4	5
2. The facilitator was knowledgeable and effective and used clear examples.	1	2	3	4	5
3. I plan to apply what I learned.	1	2	3	4	5
4. Best Care EAP's services and benefits were reviewed.	1	2	3	4	5
5. I would recommend this training to coworkers/colleagues.	1	2	3	4	5

6. What was particularly helpful about the training?

7. What would you recommend changing about the training?

8. If you would like to receive email updates about ongoing Best Care training opportunities, please give us your work email address:

