

The Coaching Formula



Critical Skills

Helping Skills

- ✓ Give your employees some problem-solving tools, such as determining pros/cons of various options.
- ✓ Ask them to identify options and make a recommendation as to which option they favor, and then analyze the consequences of each option.
- ✓ Become good at asking questions and probing.
- ✓ Stay open-minded if their ideas aren't your ideas.

Mentoring Skills

- ✓ Find ways of introducing them to other people in the organization.
- ✓ Arrange for them to sit in on meetings that would be of interest to them, when appropriate.
- ✓ Help them find other mentors in areas where you have very little knowledge and they have interests.
- ✓ Talk about their future with them so you can learn more about what they want to do and help them see
- ✓ Keep your eyes open for positions they might be interested in applying for.

Teaching Skills

- ✓ If you find yourself in a teaching position and you don't feel comfortable with it, consider some training in teaching skills.
- ✓ Be patient.
- ✓ When employees make mistakes, use them as learning opportunities.
- ✓ Encourage employees to try their new skills at every opportunity

Challenging Skills

- ✓ Remember that your role as a coach is to help an employee reach their potential.
- ✓ Be clear in your own mind what you expect the employee to do. Discuss those expectations with the employee.
- ✓ Spend time with the employee so that you have a better sense of progress.
- ✓ Help them set SPIRIT goals and put a plan in place for reaching these goals.
- ✓ Make them accountable.



The Coaching Toolkit

Term	Meaning
Clarifying	Probing until you are sure you understand a problem or issue.
Attending	Giving someone your complete attention.
Acknowledging	Showing the other person by both verbal and non-verbal messages that you are engaged in the conversation.
Probing	Asking open questions, reflecting, paraphrasing, summarizing, and clarifying to gain more information.
Reflecting	Similar to paraphrasing, in that you echo the other person's words, or rephrase them in your own words, to check understanding and to elicit more information.
Indicating	Not ridiculing, humiliating, or rejecting the other person's thoughts and feelings.
Self-Disclosure	Sharing similar experiences of your own as a way to find common ground.
Immediacy	Staying in the present and drawing attention to what is happening in the conversation.
Summarizing	Pausing to gather up the key points of the conversation thus far.
Concreteness	Being specific and concrete in terms of what you mean and what you expect. Concreteness can be enhanced by examples and illustrations.
Resourcing	Passing along references or other resources; a willingness to help an employee find those products or services needed to do his/her job better.
Confirming	Agreeing and clarifying strategies and next steps.
Reviewing	Taking time to go over what has already been said, agreed upon, or decided.
Planning	Putting strategies or specific steps in place to ensure forward movement toward a goal.
Affirming	Validating an employee's worth and skills.
Being Specific	Choosing words that are clear and unambiguous so the other person is certain of what aspects of performance are a problem.
Scoping the Problem	Determining boundaries and setting limits on what elements of a problem are being addressed.
Being Future Oriented	Spending more time discussing what will happen in the future rather than going back to rehash what has already happened.
Dropping the Agenda	Allowing an employee's concerns to be the topic of discussion, when warranted, rather than pressing forward with your own concerns.
Developing Information	Listening, asking questions, probing, and reflecting until you have a clear picture of background information.
Confirming	Reaching mutual agreement on what has been agreed to.

The Coaching Model

Originally developed by Jack and Lorraine Gibb in 1978, When it comes to getting results as a coach, it helps to have a process, as long as we don't become rigidly attached to that process. Nobody can really design a coaching process for somebody else. He TORI principles of team building still hold true today.

However, here are four steps that find their way into most coaching models.

- 1 Where are you and where do you want to be?
- 2 What are your options?
- 3 What steps will you take?
- 4 Give feedback and prompt self-reflection.

It is important to understand that Steps 3 and 4 may be repeated several times when coaching employees.



Here are some characteristics that will be used in many of these steps:

- ✓ Use questions to prompt discussion on good progress
- ✓ Reach agreement on progress made
- ✓ Check the learner's understanding
- ✓ Give praise
- ✓ Look for good points to reinforce
- ✓ Clarify the next steps
- ✓ Make it clear that you are looking forward to the next stage

