

The coaching "cheat sheet"

Feedback

- I have observed that
- Use "I think," "my perception is" language
- Give recent examples
- Be specific
- Catch 'em doing it right
- Don't criticize the individual ... describe what happened
- Emphasize how this behavior impacts the team ... the customer
- Ask for input and/or suggestions

Coaching tips

- Coach the team first
Note: at its best coaching is about challenging the motivated and not motivating the challenged
- Contract for the conversation
- Be there ... have a beginner's mind
- Focus on the future
- Have a soft voice
- What you believe is what the employee will perceive
- Affirm the positive
- Ask for what you want. What you focus (e.g. don't) on is what you will get more of
- Move beyond problem-solving. Assume that the way forward lies with the employee. Start with the assumption that, given the opportunity, the coaches will get it right
- When you start to give advice you have stopped coaching
- Listen! Listen! Listen!
- Silence is often the best question of all
- Remember, you can't coach someone who isn't in the room!

Action/goals

- Push for action. Specifically what is going to happen? What? By when? How?
 - Agree on clear and realistic objectives
 - What resources do you need to make this happen?
 - Is the individual truly committed?
 - Are the consequences of not acting fully understood?
 - How will we know this has happened?
- Note: if it isn't written down it won't happen

Agree on what future performance looks like

Feedback

What's happening today?

Uncover/define the real issue and/or the opportunity

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Turn the conversation into action: agree specific goals

Focus: were it to change what would make the greatest difference?

Tomorrows' success

What would an ideal /successful outcome look like? Suppose you were to wake up and what you needed was in already in place ... what's happening? Create the video. Be there! See it! Draw out as much detail as possible.
Remember, the mind and body can't distinguish between mental rehearsal and the real thing!

Today's reality

- If tomorrow's success is a 10, where are we today?
- Tell me what's happening today?
- How does it work now?
- What is working that you can do more of?
- What works some of the time?
- What gets in the way?

The issue/opportunity

- What would you like to have a conversation around?
- What isn't working for you that you'd like to change?
- What would you like to do better?
- What recent feedback concerns you?
- Key objective that you would like to focus on?
- What strength would you like to build on?
- Be patient ... the first issue that comes up is often not the real issue. "Tell me more." "Dig deeper." "Go on." "How did issue come about?"

Focus

What should you stop, start, do differently?
Who would be a resource you could talk to?
If the customer was here what would he/she suggest?
When does the outcome you want already happen occasionally?
What worked elsewhere in the past?
What does your instinct tell you would be a meaningful first step?
What would someone you truly admire suggest you do?
What's the one thing that were you to do it would make the greatest difference?
Focus on one issue/opportunity at a time

