



COACHING CONVERSATIONS

**A Guide To Delivering Effective
Coaching Conversations.**

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INTRODUCTION

Coaching conversations are critical in the workplace. The capability to begin and hold a coaching conversation is imperative to improving employees' performance and helps evolve leaders' coaching skills. Effective coaching conversations can increase employee engagement and close performance gaps through constructive dialogue rather than telling.

But how do you hold an effective coaching conversation?

This guidebook will precisely discuss this and what leaders shall do to create an influential coaching culture. Let's begin!



WHAT IS EFFECTIVE COACHING?

Developing individuals through coaching conversations has become a recognizable and invaluable skill for leaders to possess within their repertoire of skills. Coaching focuses on the other person's development, asking rather than telling, provoking thought, and accountability. According to the Center for Creative Leadership, effective coaching skills fall into five key areas:



Building relationships

Coaching is more effective when trust is established. A high level of trust can allow individuals to become more engaged, motivated, and open to learning. Coaches can build rapport with their employees through esteem, empathy, involvement, sharing, and support.



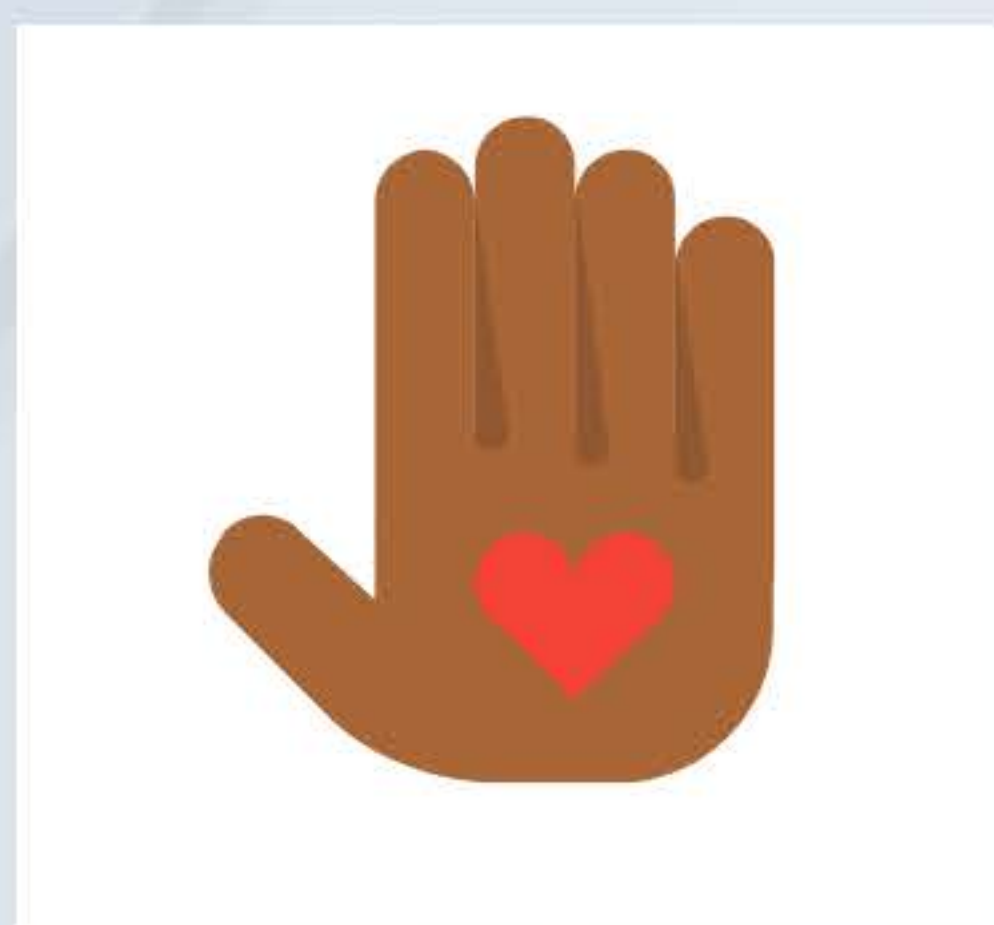
Providing assessment

Providing assessment allows coaches to help individuals establish self-awareness and insight. Assessments often focus on performance gaps and specific behaviors from an individual. Coaches that provide effective feedback can help explain the behaviors an employee would like to change.



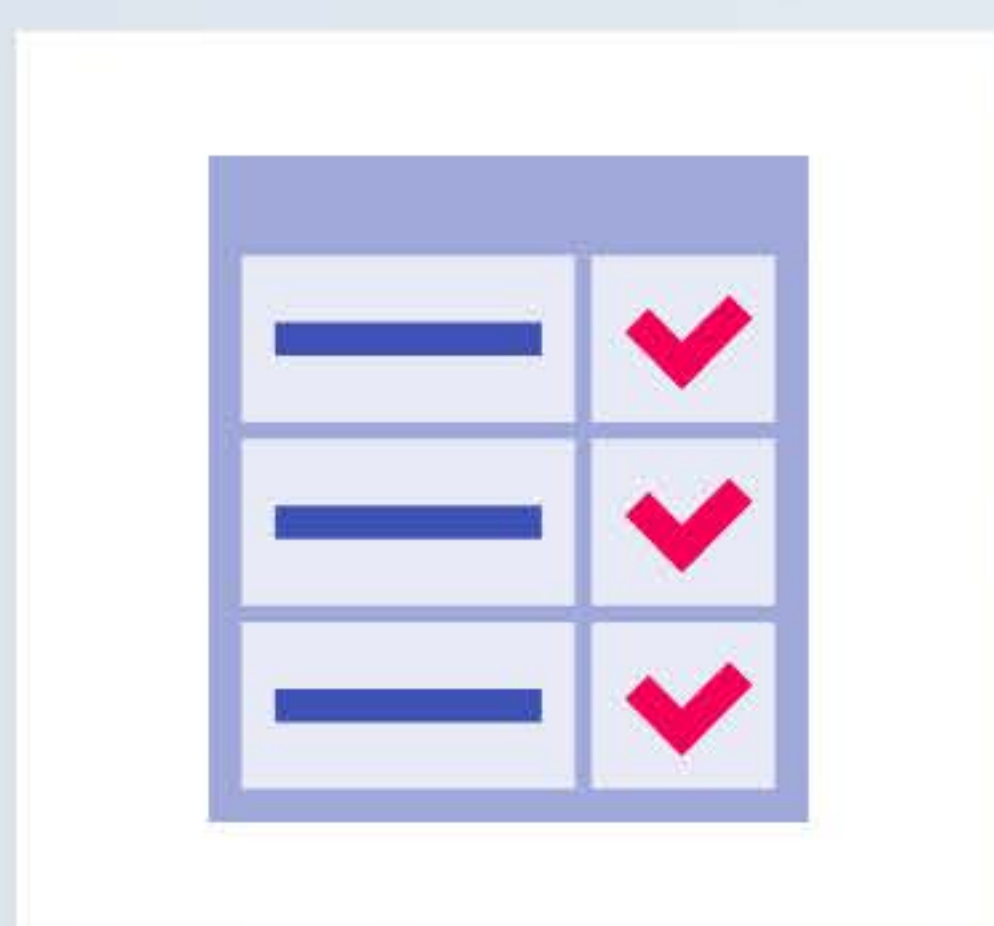
Challenging thinking and assumptions

Challenging one's thinking and assumptions is a critical aspect of the coaching process. Coaches actively engage in the conversation by asking open-ended questions, providing alternative solutions, and enabling their employees to adopt a growth mindset.



Supporting and encouraging

As partners in learning, coaches support their employees by actively listening, being open to various perspectives, and creating a safe space for employees to express their emotions without fear of judgment. Coaches also encourage employees to progress toward their goals and acknowledge their triumphs along the journey.

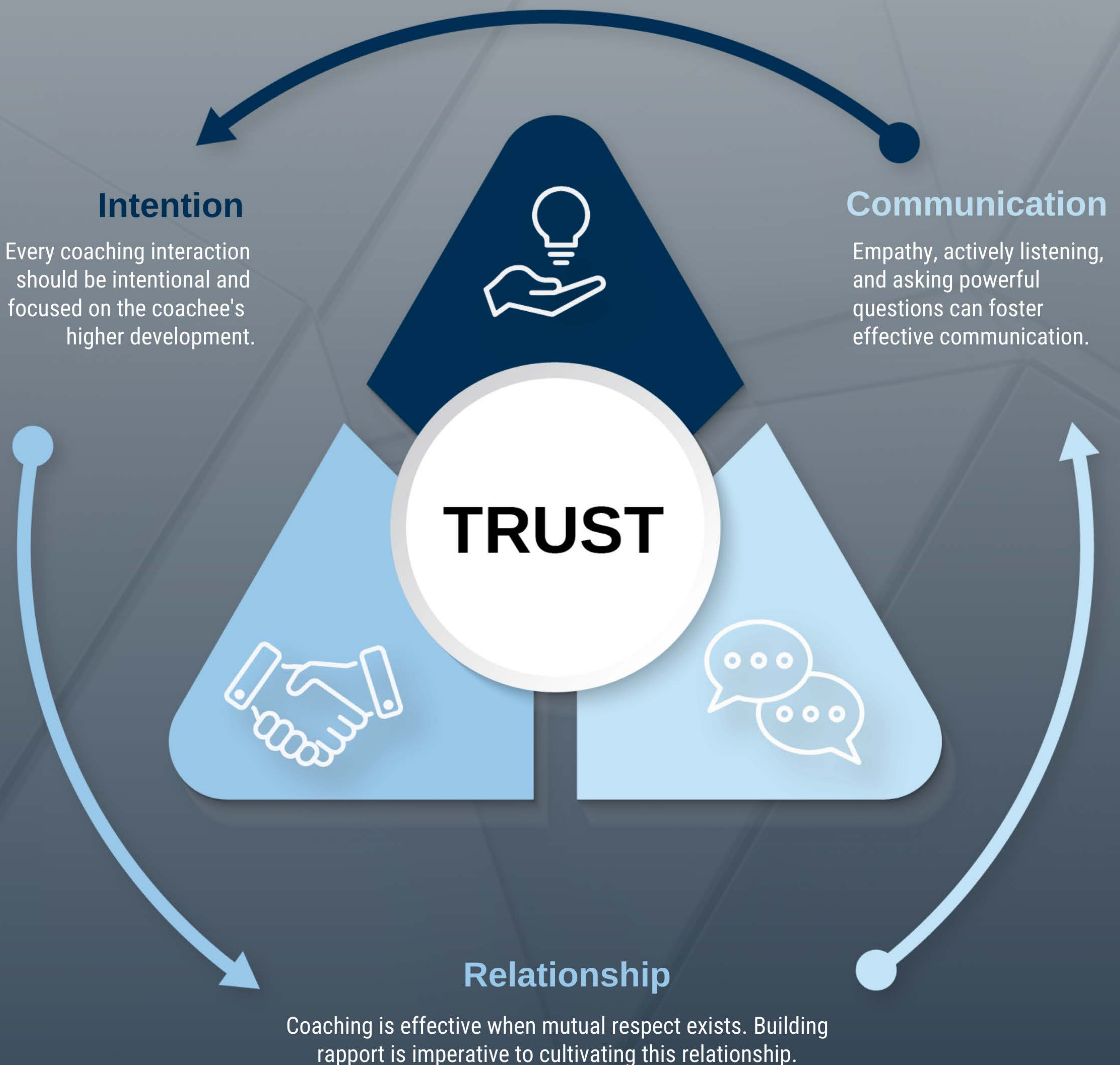


Driving results

Coaches help their employees connect on what they want to achieve and how they will get there. Coaches assist their employees in identifying goals and creating an action plan. Coaches also help employees develop accountability by clarifying measures of success and milestones.

CREATING A COACHING ENVIRONMENT

Effective coaching begins by establishing an environment that allows for coachable moments. The essential component of a coaching environment is **trust**. Developing trust encompasses three elements: *intention*, *relationship*, and *communication*. Once trust is established, an effective coaching moment can occur.



4 STEPS TO A COACHING CONVERSATION

PREPARATION

STEP 01

- Begin by identifying the person's strengths and weaknesses, understanding the impact of their behavior, and their ability to achieve their goals.

DISCUSSION

STEP 02

- Be clear about the objective of the discussion, the concerns you and your coachee believe are essential, and the consequences of not addressing them.

ACTIVE COACHING

STEP 03

- Guide the conversation by asking open-ended questions, making recommendations, asking for input on suggestions, and actively listening to your coachee.

FOLLOW UP

STEP 04

- Actively follow up with your coachee to monitor their progress. Following up creates an opportunity to review the action plan, make modifications, and develop accountability.

THE **GROW** COACHING MODEL



A COACHING EXAMPLE

Coach

“ Okay...let's break that down. You want to receive a promotion within the year. That is an important goal. ”

“ Do you think it would be beneficial to break this goal down into smaller, more manageable goals? ”

“ Sometimes, larger goals might be intimidating. Breaking down your goal into a step-by-step process may help you create an actionable plan to achieve your goal. ”

“ Okay. How do you imagine that conversation with your boss will look like? ”

Coachee

“ One of my goals this year is to receive a promotion. What advice or tips do you have on how to do that more quickly? ”

“ Yes, but receiving a promotion in my department is really challenging. ”

“ Why would I do that? ”

“ Okay... I suppose I need to begin by discussing this goal with my boss. ”



What happens next?

Continue the conversation. The coach would continue to use questions to lead and guide the coachee in identifying steps to achieve the bigger goal.

Why is coaching important?

The coach shifts the thought processing back to the coachee in this scenario. Notice the coach guided rather than gave a specific answer or solution. The coach got the coachee to break down the bigger goal into smaller, more manageable action steps. This helps take a bigger goal and shift it into action. Through coaching, the coach was able to walk the coachee through the process and get the coachee to take ownership in achieving their promotion.

GROW COACHING QUESTIONS

G

GOAL

- What would you like to focus on today?
 - What's important to you at the moment?
 - What new skills do you want to learn or develop?
 - What are you currently working toward?
 - How would you describe your ideal future?
-

R

REALITY

- What is working well at the moment?
 - What have you done so far to improve things?
 - What parts of your life will be impacted by achieving your goal?
 - What is the biggest obstacle you are currently facing?
 - What is your inner critic saying to you?
-

O

OPTIONS

- What is your first step?
 - What action step is the best use of your time at this moment?
 - What strengths can you use to move forward?
 - What would it be if you could do only one thing this week?
 - What are your options?
-

W

WILL

- What will it take for you to commit to that action?
- How committed are you to achieving this goal?
- How do you want to be held accountable for this goal?
- How will you celebrate when you've achieved your goal?
- What else do you need to consider before starting?

GROW COACHING MODEL TEMPLATE

GOAL

Guiding Questions

REALITY

Guiding Questions

OPTIONS

Guiding Questions

WILL

Guiding Questions

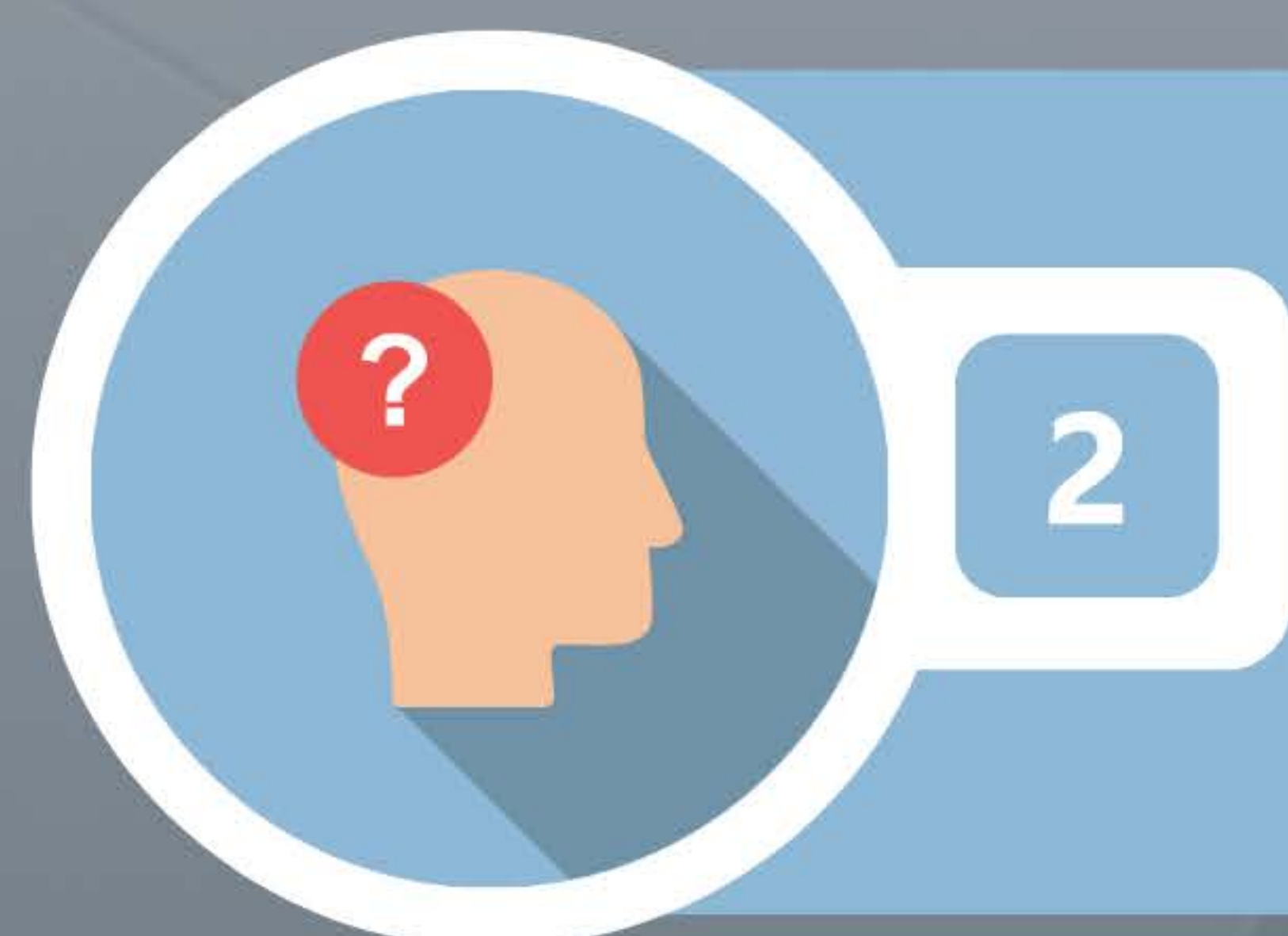
FIVE TIPS ON COACHING



1

Focus on relationship building

Coaching helps create lasting behavior changes and builds relationships. Creating dialogue is more effective than telling or giving the answer.



2

Ask great questions

The better the question, the better the clarity and results. Through great questions, you can address gaps and remove bottlenecks and obstacles.



3

Commit to continuous learning

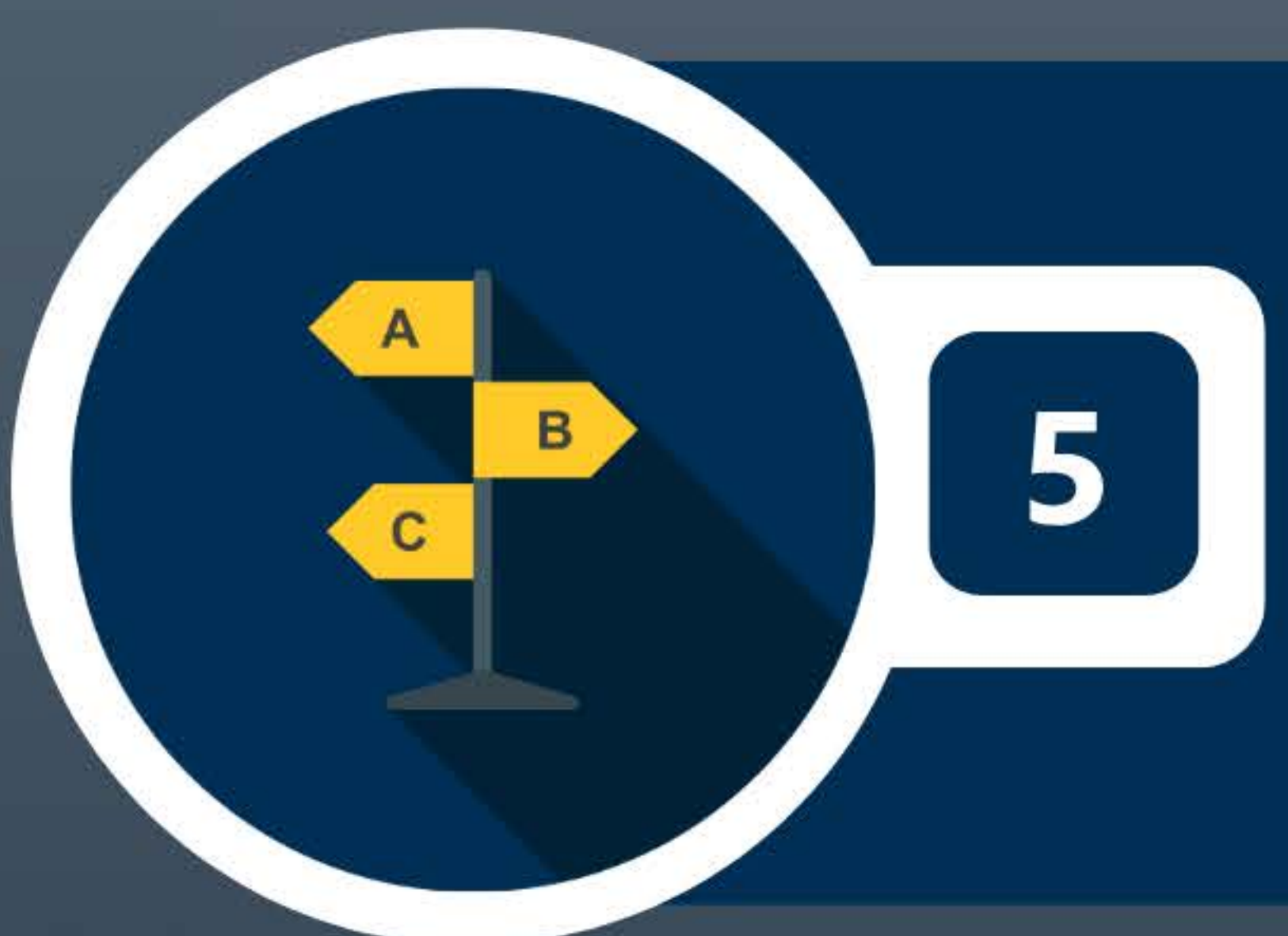
We can always stretch to meet new goals and develop and strengthen competencies. Coaching helps us see where we can continue to grow and surpass our goals.



4

Listen and empower

Listening to responses can help reach even more effective solutions. Listening is critical to relationship building. Empower employees by asking questions and guiding them through the thought process of finding solutions.



5

Take a positive approach

When external factors or the topic seems daunting, help find the positive pathway to a solution.