

# Topic 1: Coaching your Team

## What is coaching?

### Coaching:

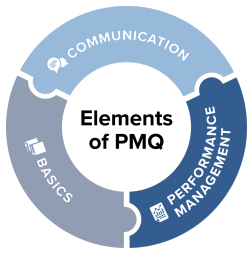
- Is a great way to teach.
- Is a skill that takes time and patience to develop.
- Is a skill you can use to encourage your employees to move forward.
- Is a conversation based primarily on you, the coach, asking questions.
- Follows the belief that the coachee (your employee) has all the answers.
- Is a very individualized and patient process, but the benefit is that once an employee experiences the “aha” moment, they learn and are more proficient.

## How does a coach coach?

**A coach asks open-ended questions about what you want to do and how you want to move forward.** In fact, you can have a great coach who has never done a job anything like yours. A coach is skilled at asking good questions, listening carefully to the answers without judgement, and then reflecting with the “coachee” on what is known, what is said, and what should happen in the future.

## Is coaching the same thing as mentoring and consulting?

**No. Many people use the term coaching interchangeably with mentoring, when they’re really talking about consulting.** Your job as the coach is to ask questions that make the coachee go “hmmmm” and think about the answers that will move them forward, whereas a mentor would talk about their experience and a consultant would tell you what to do.



## Coaching tools you can use TODAY!

*Coaching is an effective way to boost your emotional intelligence. Let's see why:*



### Acknowledge and validate

Many times, people just want to be heard. You can show that you're listening by restating what others tell you. Use phrases like:

*"What I hear you saying is ..."*

*"It sounds like ..."*

*"It makes sense that you're frustrated if you feel like your worker isn't giving you the respect you deserve."*



### Be curious, not judgmental

Instead of making snap judgments and assumptions, approach situations with curiosity. You can do this by making generous assumptions that give your employees the benefit of the doubt. Instead of jumping to a negative conclusion when you learn of a problem or conflict, ask yourself questions like *"What else could be causing this?"*



### Ask open, empowering questions

Don't use closed questions that can be answered with a yes or a no. Instead, ask open-ended questions that begin with *"what"* or *"how."* The answers you receive will give you more information and insights that you can use to move your team forward.



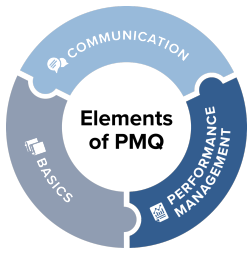
### Closed question

- "Do you like your job?"
- "Are you satisfied in your position?"



### Open question

- "What do you like about your job?"
- "How do you use your Totally Unique Skills and Knowledge (TUSKS) in your position?"



## GROW

*The coaching tools can be very helpful as you become more proactive.  
One way to support your quest for proactivity is by using the coaching formula **GROW**.*

**Goal** *What is your goal (or intended outcome, or desired result)? (i.e., Where do you want to be?)*

**Reality** *What's the reality of the situation right now? (i.e., Where are you now?)*

**Options** *What are some of the options you have to get from where you are to where you want to be? This is a brainstorming session between the two of you. Depending on the situation, some options you might consider are training, stretch assignments, creating a checklist, shadowing a high performer, etc.*

**Way forward** *What are you going to do? This is where you narrow down the options and choose one tactic that your employee will use to overcome the hurdle they are facing.*