

## Reference Material

### Table of Contents

THE FIVE PRINCIPLES OF COACHING .....	2
BUILDING TRUST.....	3
THE BEST COACHES.....	4
TOP 10 TIPS FOR LISTENING.....	5
ASKING POWERFUL QUESTIONS.....	6
COACHING CONVERSATION STARTERS .....	7
THE COACHING FRAMEWORK.....	8
COACHING FOR PERFORMANCE .....	9
COACHING FOR PERFORMANCE.....	10
<b>THE ROOT CAUSE OF PERFORMANCE CHALLENGES .....</b>	<b>10</b>
GIVE EFFECTIVE FEEDBACK.....	11
RECOGNITION AND APPRECIATION.....	12
CHECK-IN QUESTIONS .....	13
PERFORMANCE COACHING PLANNING .....	14
DEVELOPMENT ACTION PLAN .....	15
GENERAL COACHING QUESTIONS.....	16
<b>DISCOVER - UNDERSTAND THE SITUATION.....</b>	<b>16</b>
COACHING QUESTIONS FOR PERFORMANCE.....	17
COACHING QUESTIONS FOR DEVELOPMENT .....	18
ADDITIONAL COACHING RESOURCES .....	19

## The Five Principles of Coaching



# Building Trust

The most important skill to have as a manager that will help you coach effectively, is the ability to create an environment of trust. Without the trust and respect of others, it's impossible to use coaching to support, challenge, and motivate.

### **Leader behaviors that support building trust:**

- Get to know each of your employees personally
- Be vulnerable
- Find out what you have in common with them
- Ask others for their opinions and listen
- Keep your commitments
- Share your own mistakes
- Promote an open learning environment
- Communicate honestly and frequently
- Be transparent
- Be honest and demonstrate integrity
- Make good decisions and understand their impact on others
- Be consistent and fair

# The Best Coaches

### CHECK IT

- Listen and ask questions
- Guide and challenge
- Give honest feedback
- Empower, motivate, and encourage
- Provide support
- Role model (walk the talk)

# Top 10 Tips for Listening

## **Top 10 Tips for Listening**

1. Face the person and maintain eye contact
2. Remain quiet until all information is shared
3. Don't fill the silence – wait for more to come
4. Get rid of all distractions
5. Nod and use body language to acknowledge
6. Keep an open mind – hold back your judgment
7. Don't think about what you are going to say next
8. Focus on what is being said, not your opinions
9. Don't interrupt
10. Paraphrase what you heard to clarify

# Asking Powerful Questions

## Powerful Questions Are

- Open-ended - start with WHAT, HOW, or WHY
- Focused and thought-provoking
- Help others learn through reflection
- Root cause type of questions – they dig deep
- NOT leading questions (advice in disguise)

## Sample Powerful Questions

- What does success look like?
- What have you tried in the past?
- What have others done that has worked?
- What information do you need?
- What do others think?
- Who might support you?
- What will you do, when?
- What obstacles might you face?
- How will you overcome them?

# Coaching Conversation Starters

## Starting a Coaching Conversation

You may find there is something specific that you'd like to provide coaching on based on feedback you've given or something you've observed. Your employee may also face challenges or have an issue they'd like to solve with your coaching and guidance.

### QUESTIONS TO ASK

- What would you like coaching on?
- What is a challenge you are facing?
- What's your greatest obstacle?
- What are you finding frustrating?
- What's getting in the way of your success?
- Where would you like support and guidance?
- Where do you feel stuck?
- What's working or not working?
- What would you like to do more of or less of?
- What support can I provide?



Use 1:1s as a great opportunity for coaching

# The Coaching Framework

## Using the Framework

Use these steps during one conversation, or across multiple conversations, to coach for problem-solving, coach for performance, and coach for development.





# Coaching for Performance

## Using the Framework

Use the coaching framework with different questions and a focus on performance.



# Coaching for Performance

## The Root Cause of Performance Challenges

An important part of the Discovery step in Coaching for Performance is to identify the root cause of performance challenges and use a strategy that matches this cause.

### 1. Lack of motivation

- Understand what is getting in the way
- Explain the impact on their career, the team, the organization
- Help the employee identify needed changes (within reason) to improve their motivation

### 2. Work environment

- Analyze if the individual has adequate resources/time to do the job
- Explore if the individual is facing conflict
- Identify the impact of any recent changes in the work environment
- Brainstorm ways to improve the environment

### 3. Unrealistic or unclear goals

- Ensure that goals and expectations are clear
- Evaluate if goals and expectations are achievable
- Give clear and direct feedback about missed expectations
- Re-examine expectations and workload and re-set expectations if needed

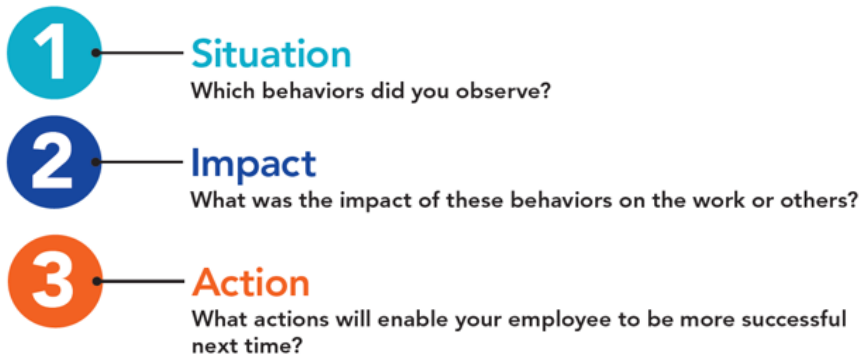
### 4. Lack of skills to do the job

- Understand strengths and opportunities
- Identify gaps in skills
- Provide candid feedback about impact on performance
- Build a plan to acquire new skills or improve
- Evaluate if the role is the “right fit”

# Give Effective Feedback

If an employee is not self-aware of the behaviors they need to change and the impact of their behaviors on others, you may begin with, or integrate direct feedback into a performance coaching conversation.

## Feedback Steps



### 1. Clarify the Situation

- What do you think about...?
- What worked?
- What could have been done differently?

### 2. Communicate the Impact of the Actions/Behaviors

- Delivered a project late
- Lost credibility
- Received complaints
- Wasn't able to deliver on a commitment

### 3. Agree on Actions

- Which actions will you take?
- When will you complete each action?
- What support do you need from others?
- How can I support you?

# Recognition and Appreciation

1

### Situation

Which behaviors did you observe?

2

### Impact

What was the impact of these behaviors on the work or others?

3

### Action

What actions will enable your employee to be more successful next time?

**SAY:** The analysis we discussed Friday was creative and used clear insights you discovered — you've gained the buy-in of other teams which will help us be successful.

**DON'T SAY:** That was great.

**SAY:** Your presentation yesterday was tailored to the audience and had an impact on everyone — they are motivated to move forward.

**DON'T SAY:** Fantastic meeting.

**SAY:** You explained your approach in a way that was easy to understand – we have supporters for our approach with your help!

**DON'T SAY:** Good job presenting today.

## **Tips** Top 5 Tips for Appreciation

1. Choose the right communication method
2. Be as specific as you can
3. Avoid superlatives and exaggeration
4. Adjust your language to meet the individual's style
5. Validate understanding and invite questions

# Check-In Questions

Use these questions during your 3x a year performance conversations.

1. What are your accomplishments and achievements this period? What are you most proud of and why?
2. How has your work supported the overall strategy and/or mission of your department and/or the campus?
3. What additional information, knowledge, skills, or other resources do you need to succeed in your job?
4. How have you collaborated to foster a stronger department and/or campus environment?
5. How have you engaged in the discovery of innovative or entrepreneurial ways of doing your work?

### **FOR PEOPLE MANAGERS ONLY:**

How have you cultivated diversity, equity, and inclusion in your team?

# Performance Coaching Planning

Identify a current performance situation with an employee. Use this worksheet to prepare to have a conversation focused on improving performance. Use a trusted peer or your manager, if desired, to support you in how to approach this situation.

**Signs of underperformance:**

**Potential root cause of underperformance:**

**Questions you'll ask and feedback (examples) you'll deliver:**

**Anticipated responses and how you'll manage them:**

# Development Action Plan

Development Goal:

Actions I'll take and by when:

Action	What Success Looks Like	Timeframe	Support I need

# General Coaching Questions

## **DISCOVER** - Understand the situation

- What's the issue you'd like to discuss?
- What concerns you most?
- What's the risk of not solving it?
- What would success look like if you resolved this?
- What's another way of looking at this?

## **EXPLORE** - Explore options

- What have you tried? What haven't you tried?
- What are you avoiding doing that might help?
- What are the possible solutions?
- What are the pros and cons of each?
- Which will you move forward with and why?

## **PLAN** - Plan actions

- Which actions will have the greatest impact?
- What actions will you take?
- When will you complete each?
- What's the first step you'll take?
- How will you overcome any obstacles you might face?

## **ACT** - Provide support

- What progress have you made?
- What has worked? What hasn't worked?
- How can I support you?
- What support do you need from others?
- When will we check in again?



# Coaching Questions for Performance

## **DISCOVER** - Examine obstacles to performance

- Which goals have you had difficulty achieving?
- What's getting in the way of your performance?
- What obstacles are you facing?
- Where do you think you could improve?
- Where are you facing challenges?

## **EXPLORE** - Identify possible solutions

- What questions do you have about your goals and expectations?
- What are your greatest areas for improvement?
- What possible solutions exist to improve your performance?
- What would success look like if you made progress in these areas?
- Which solutions make the most sense to move forward with?

## **PLAN** - Plan for improvement

- What actions will you take to improve your performance?
- When will you take each action?
- How will you hold yourself accountable to achieving these results?
- What support do you need from me?
- What obstacles might you face and how will you overcome them?

## **ACT** - Support ongoing performance

- Which actions have you made progress on?
- What's working? What's not working?
- How have you seen your performance improve to date?
- How have you overcome obstacles to performance?
- What continued support do you need from me?

# Coaching Questions for Development

## **DISCOVER** - Development needs and goals

- What feedback have you received about your strengths?
- Which strengths would you like to leverage?
- What would you like to improve?
- What new experiences would you like to have?
- What new challenges would you like to take on?

## **EXPLORE** - Identify opportunities for growth

- Which new projects or assignments might help you reach your goals?
- Who could you talk to as a peer coach or mentor?
- With whom could you network to learn about new projects to get involved in?
- What can you do more of or less of in your role to develop yourself?

## **PLAN** - Build a development plan

- What are your development and career goals?
- What could you do on the job to build your skills?
- What formal training could you take?
- Where would you like to focus first?
- What will you do by when?

## **ACT** - Give ongoing feedback and measure progress

- What progress have you made toward your goals?
- What are you most proud of?
- What obstacles have you faced?
- How will you overcome these challenges?
- What can I do to support you?
- What support do you need from others?

# Additional Coaching Resources

**Love ‘Em or Lose ‘Em**, Beverly Kaye (stay conversations)

**Thanks for the Feedback: The Art and Science of Receiving Feedback**  
Douglas Stone

**Adopt a Coaching Mentality and Practice**, Harvard Extension

<https://www.extension.harvard.edu/professional-development/blog/how-adopt-coaching-mentality-and-practice>

**You Can’t be a Great Manager if You’re not a Good Coach**,  
Harvard Business Review

<https://hbr.org/2014/07/you-cant-be-a-great-manager-if-youre-not-a-good-coach>