



Coaching and developing people.



The movement from Management to Coaching

Managing, leadership, coaching, mentoring... we refer to a number of terms when working out how to support our teams effectively.

Ultimately, our jobs as managers should be to help our people do better which comes down to their personal development journey.

Where management is about directing with authority, reacting to immediate needs or working towards a specific outcome, coaching involves teaching, facilitating and exploring possibilities on a journey towards long-term improvement.

There will be always be times when our teams need clear management but why should you consider moving towards a coaching mentality?

Coaching encourages a more collaborative approach, which helps meet both personal and organisational goals. Through coaching, we can increase self-awareness, stretch and challenge our teams and progress towards their personal development goals.

You don't need to be an expert in order to have a coaching mentality, coaching brings personal goals front and centre, which will help improve task-related performance in their roles.



Coach

A coach will focus on asking questions to help the employee determine the problem and solution themselves.

Manager

A manager is more focused on themselves determining direction, by coming up with a plan and directing the employee on what to do.

Mentor

Typically a subject matter expert, people tend to be mentored in specific domains, such as in a particular industry or task.



So, you're sold on the benefits of coaching, where can you start?

Coaching takes an investment of your time, start with people who are ready and allow the benefits to move naturally through your team.

Coaching can feel unnatural at first, as it relies on us to resist the temptation to delegate, jump into problem solving mode, and provide answers rather than facilitating teams to figure it out for themselves.



What makes a great coaching conversation?

You've identified someone in your team who could benefit from coaching, so where do you start? A great manager coaches the whole person, be aware of what they want to achieve and what drives them in the workplace, but also what their home situation is and what their priorities and challenges are outside of work. Our personal circumstances at home have an impact on how an employee can perform at work. So be empathetic and listen.

Communicate your intentions in your very first session, what are you hoping to achieve as a manager? Agree on logistics, decide on when, where and how often, show commitment and be reliable.





Coaching can be a very personal journey so ensure confidentiality and start to build trust in you, and the process.

As a coach, your role is to facilitate conversations and ultimately, the golden rule is to ask open ended questions. You've probably heard of the '5 W's and H' – *who, what, why, where, when and how.*

Get curious, and then get out of the way! Let the employee lead and let them explore solutions.

Here's a few questions to help kick-start your coaching conversations...

- *What are your wins and challenges since we last spoke?*
- *What would you like to focus on today?*
- *Tell me about a time this month you felt energised.*

Once the conversation has opened up continue to drill further into their responses and encourage reflective thinking...

- *What have you learned about yourself from working on this project?*
- *What strengths have you found most useful on this project?*
- *Who have you recently helped, and what difference did it make in their work and yours?*
- *What made your idea/project/task so successful?*
- *What is the impact of that idea?*



Be an active listener.

Be present and focus on the other person, minimise distractions around you (close down your emails, minimise Microsoft Teams, put your phone on silent) and give verbal and non-verbal cues to show that you're listening.

Ensure you have a clear understanding of what's being said by mirroring what you hear;

- *What I'm hearing is...*
- *It sounds like you're saying...*
- *Let me make sure I've understood you...*



Let your team air their frustrations.

Coaching conversations can be a helpful tool to help your team vent their frustrations in a productive way, define what your team member wants from you, do they want you to listen or to take action? Your role is to uncover potential solutions by letting them rant, and then moving forward in a positive way.

Ask questions such as;

- *What are you frustrated about?*
- *Would you like me to get involved? These are some of the ways I could help...*
- *What would be your ideal outcome to this situation?*
- *What are your aspirations?*





Resist the temptation to be a problem fixer.

WAIT! Ask yourself Why Am I Talking?

Your goal as a coach is to support your team to find solutions to their problems, not to fix it for them. As a manager, your team will instinctively look at you and expect answers, instead of doing the hard work for them, continue to ask open ended questions and help navigate their journey to the ideal end goal (yours and theirs!).

Get comfortable with silence and avoid the temptation to fill the quiet. Taking a moment to pause, will help you communicate with purpose and choose our words wisely.



Need a starting point?

The **GROW Model** is an everyday coaching framework used in conversations, meetings and everyday leadership to unlock potential and possibilities.

By asking open ended questions, in a structured way, the Grow Model helps to unlock potential and increase performance by building self-awareness and confidence in your team.

Identify inspirational **GOALS** to drive success

What would you like to achieve?

What's the bigger picture?

Discuss the **REALITIES** of the situation and what barriers exist between now and achievement of the goal.

What is getting in the way?

What skills/resources do you have to help you?

What actions have you take so far?

Explore the **OPTIONS** for moving forward

What are all the possibilities?

How would you approach this if time wasn't a factor?

What else could you do?

What is the **WAY FORWARD?** Agree specific actions, time frame and set expectations.

What are your next steps?

When will you do it?

How will you know when you've been successful?

How committed are you?



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How to coach through learning moments.

Many of life's biggest opportunities of learning come from making mistakes; we actively encourage an open culture of realising, admitting to and then learning from, our own mistakes. As opposed to giving 'constructive criticism', we should be focused on providing development opportunities by giving 'future focused feedback'.

There will undoubtedly be moments when your team do something that frustrates you, but responding with anger will only create fear of sharing mistakes in future. Remember, failure is part of the learning process and your aim in this situation should be to keep trust levels high between you and your



Start with getting some context, ask what happened – **Okay that’s disappointing for both you and me, what happened?** This allows you to gather information and allow employee to tell their story and vent a little if needed. It also gives you the time to cool down and put your coaching hat back on, you can’t change the past but you can influence the future.

When you need to give future focused feedback, here’s a few key pointers;

- *Remove the sh*t sandwich approach from your mindset*
- *Facilitate two-way feedback - What could I have done to help avoid this situation. What more support could you provide in future?*
- *Make sure it’s timebound, giving feedback in the moment stops feedback conversations escalating into bigger moments that create unnecessary anxiety*
- *Focus on the outcome - Let’s put our heads together to see how we can turn things around*
- *Schedule time for reflection - What can we do to ensure this doesn’t happen again? What can we learn from this?*



If you're ready to start having meaningful coaching conversations, here's a few more useful questions to have in your go-to list...

Getting to the point of issue or challenge

- *What seems to be the main obstacle?*
- *What is stopping you?*
- *What do you want?*

Seeing another perspective

- *What would you do differently?*
- *What are the solutions?*

Taking action

- *What's the smallest/ easiest step you could take right now?*
- *What one action would trigger the rest?*

- *What would give you the biggest leap?*
- *What action could you take?*

Questions intended to unleash ideas and spark conversation

- *What have you tried?*
- *What have you not explored?*
- *What needs to happen that isn't happening now?*
- *What would the answer look like in an ideal world?*
- *What's another option?*
- *What else?*

Reflective conversations

- *What trips you up?*
- *What do you need to learn?*
- *What would that look like?*