

The Language Of Coaching An Overview

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Paso Robles Wine Country Alliance

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The Language of Coaching

Check-In

Directions: Each person is to take a turn and say one thing that is going well, being specific and explaining what is being done differently and how that is working.

Take 5 minutes to complete this part of this activity.

When everyone has shared what is going well, repeat the exercise, only this time say one thing that could be more effective and what thoughts you have about how that could be done differently

Take 5 minutes to complete this part of this activity.

What's going well?	What could be more effective?

Good Coach/Bad Coach

Notes

Good Coach	Bad Coach

Yeah, But...

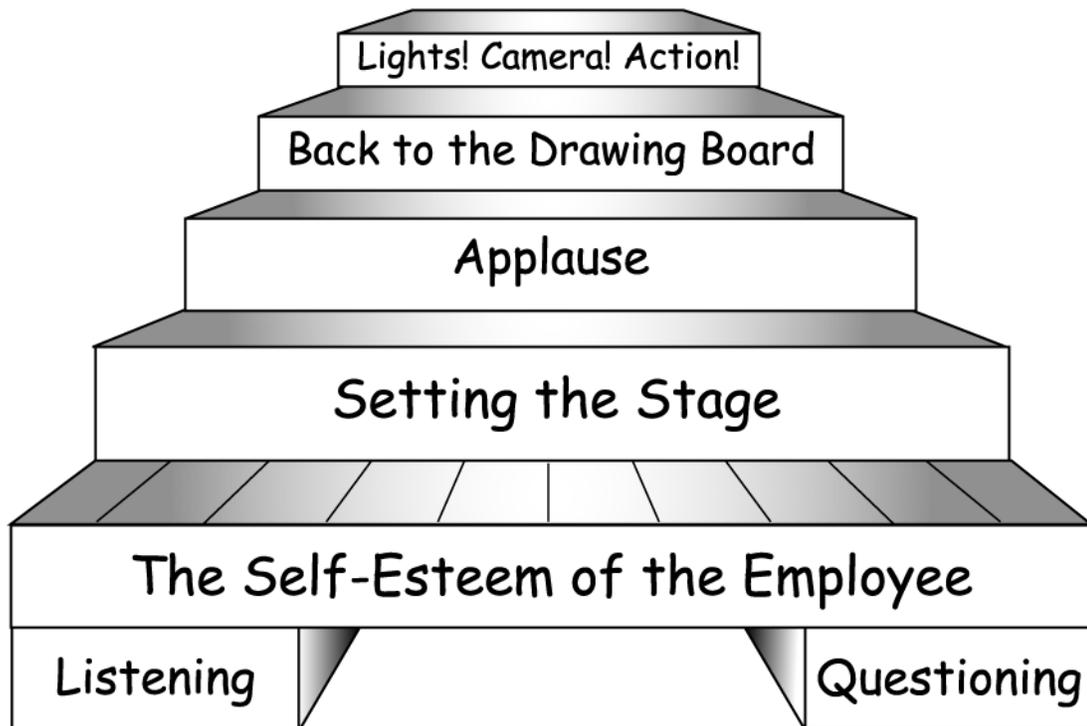
The resistance	Ideas to overcome or let it go!

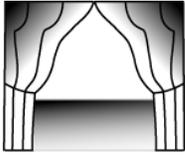
Good/Not so Good Conversation Notes

<i>Good</i>	<i>Not so Good</i>

The Coaching Model

The Language of Coaching



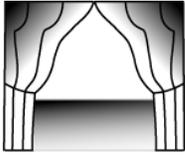


Coaching Conversation

Step 1: Setting the Stage

Objectives

Objectives	What you do
<ul style="list-style-type: none">• Set a friendly tone to start out on a good note.	<ul style="list-style-type: none">• Meet and greet in a warm friendly manner, shake hands, if appropriate.
<ul style="list-style-type: none">• Manage the employee's expectations as to what will happen and how long it will take.	<ul style="list-style-type: none">• Go over the agenda.• Explain the employee's role as well as yours.
<ul style="list-style-type: none">• Include the employee's input.	<ul style="list-style-type: none">• Ask if the employee has anything to add.
<ul style="list-style-type: none">• Get from one step to the next so as not to undo the good you've created.	<ul style="list-style-type: none">• Provide a smooth segue.

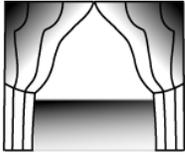


Coaching Conversation

Step 1: Setting the Stage

The Language of Coaching

Do's	Don'ts
<ul style="list-style-type: none">• Thanks for being on time.	<ul style="list-style-type: none">• Good, you showed up.
<ul style="list-style-type: none">• As you know, we are going to spend the next 15 minutes having a coaching conversation about your performance over the past month.	<ul style="list-style-type: none">• This is a meeting to focus on improving your performance.
<ul style="list-style-type: none">• We are going to start by you telling me what is working out well for you, and then I have some of my own observations to add about the good things I see that you are doing.• Then, I'd like you to tell me how you think you can be more effective, and what ideas you have about that.	<ul style="list-style-type: none">• I already told you what this meeting was going to be about when I asked you to prepare, so I'm first going to cover what you have been doing well.• Then I'm going to tell you what I'd like you to improve, so shall we begin?
<ul style="list-style-type: none">• As we go along, we will be developing 1-2 action steps together for you to focus on over the next month.• I'm going to ask you to recap the action steps before you leave, so that I know we are on the same page.	<ul style="list-style-type: none">• I'll be sure and remind you what your action steps are so you don't forget them.
<ul style="list-style-type: none">• How does that sound?	<ul style="list-style-type: none">• Any objections?
<ul style="list-style-type: none">• Do you have anything you'd like to add to the agenda today?	<ul style="list-style-type: none">• Anything you'd prefer to talk about?
<ul style="list-style-type: none">• Ready to get started?	<ul style="list-style-type: none">• Let's get this over with.



Coaching Conversation

Adding Something to the Agenda

The Language of Coaching

Do's	Don'ts
<ul style="list-style-type: none">• Do you have anything to add to the agenda?	
<ul style="list-style-type: none">• If yes: I'd be happy to discuss that with you.• Is it okay if I put it at the end of the agenda so that we can be sure we have our scheduled coaching conversation, as planned?• Should we run out of time, I will be sure and schedule another meeting with you so that we can discuss it together. Okay?	<ul style="list-style-type: none">• I'm not sure we have the time to talk about that now.• Let's get that out of the way first so that we can fit in our coaching conversation too.• We'll talk later if we don't get to that today.
<ul style="list-style-type: none">• If no: Okay then, ready to get started?	<ul style="list-style-type: none">• That's good. We're short on time anyway.



Coaching Conversation

Step 2: Applause

Objectives

Objectives	What you do
<ul style="list-style-type: none">• Find out what the employee thinks and feels is going well in their performance on the job.	<ul style="list-style-type: none">• Ask the employee to describe what he or she thinks has gone well over the last month.
<ul style="list-style-type: none">• Ensure conversation stays with the positive aspects of the employee's performance.	<ul style="list-style-type: none">• Redirect the conversation to the positive if employee tries to discuss what they need to improve.
<ul style="list-style-type: none">• Get the employee to self-discover by stating what specifically they did to get the good result so that he or she can repeat it.	<ul style="list-style-type: none">• Ask open-ended questions to draw out the specific examples of what went well.
<ul style="list-style-type: none">• Let the employee know you are paying attention to what they are doing well.	<ul style="list-style-type: none">• Add your own specific examples; don't just repeat the employee's.
<ul style="list-style-type: none">• Get from one step to the next so as not to undo the good you've created.	<ul style="list-style-type: none">• Provide a smooth segue.



Coaching Conversation

Step 2: Applause

The Language of Coaching

Do's	Don'ts
<ul style="list-style-type: none">Thinking about your performance over the past month, what are some things you have accomplished that you are pleased with or proud of?	<ul style="list-style-type: none">So, how's it going?How do you like your job/working here?How did you do this month?
<ul style="list-style-type: none">That's great. can you give me a specific example of that?	<ul style="list-style-type: none">Okay. What else?
<ul style="list-style-type: none">In addition, to the things you've shared, I also noticed you doing "such and so." What I particularly liked was that you ...	<ul style="list-style-type: none">Let me tell you what I think you've done.
<ul style="list-style-type: none">I want to tell you that I received a wonderful compliment about you from a Guest. She said...	<ul style="list-style-type: none">You've done a good job.Your work is fine.You do good work.
<ul style="list-style-type: none">One more thing I wanted to bring to your attention, is how well you...	<ul style="list-style-type: none">You've had a great month. I particularly liked "such and so." What do you think you did well?

The Coaching Conversation

The Language of Listening

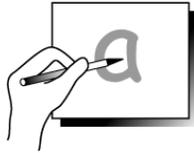
<ul style="list-style-type: none">• That sounds great.
<ul style="list-style-type: none">• Tell me more.
<ul style="list-style-type: none">• Sounds like you are very pleased with that customer interaction. What specifically did you do to get that outcome?
<ul style="list-style-type: none">• I'm really interested in what you have to say about this.
<ul style="list-style-type: none">• Go on...
<ul style="list-style-type: none">• And what happened then?
<ul style="list-style-type: none">• So, what you are saying is...?
<ul style="list-style-type: none">• Have I got this right?
<ul style="list-style-type: none">• I'm really pleased to hear you say that.

The Coaching Conversation

Transition between Applause & Back to the Drawing Board

The Language of Coaching

Do's	Don'ts
<ul style="list-style-type: none">• Now that we've explored some of the things you are doing well, let's take a look at some areas where you'd like to be more effective.	<ul style="list-style-type: none">• OK. We're done with that part. Let's talk about what you can improve.
<ul style="list-style-type: none">• You are doing a lot of things really well, and I'm delighted to have you on my staff.• At the same time, there are always some areas in which we could be even more effective. Let's now turn our attention to that topic.	<ul style="list-style-type: none">• Where do you think you go wrong?• The things you mentioned are good, but let's talk about the things that aren't so good.
<ul style="list-style-type: none">• Congratulations! So many things are going well for you.• What thoughts do you have about what to focus on next?	<ul style="list-style-type: none">• Okay. Now, let me tell you what I want you to improve.

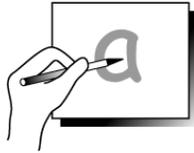


Coaching Conversation

Step 3: Back to the Drawing Board

Objectives

Objectives	What you do
<ul style="list-style-type: none">• Facilitate the employee in self-assessing opportunities for improvement.	<ul style="list-style-type: none">• Ask employee for their ideas on how they could be more effective.
<ul style="list-style-type: none">• Facilitate the employee in coming up with 1-2 action steps that will improve performance.	<ul style="list-style-type: none">• Ask open-ended and drill-down questions to draw out the self-assessment.
<ul style="list-style-type: none">• Ensure the performance issue is fully addressed.	<ul style="list-style-type: none">• If the employee's idea does not address the issue, introduce an improvement area or a more effective idea to focus on.
<ul style="list-style-type: none">• Redirect the conversation to get feedback on your suggestion/idea.	<ul style="list-style-type: none">• Use a redirect question to see what the employee thinks of your input.
<ul style="list-style-type: none">• Gain agreement to action steps.	<ul style="list-style-type: none">• Encourage the employee to write down action steps once agreed upon.
<ul style="list-style-type: none">• Get from one step to the next so as not to undo the good you've created	<ul style="list-style-type: none">• Provide a smooth segue.



Coaching Conversation

Step 3: Back to the Drawing Board

The Language of Coaching

Do's	Don'ts
<ul style="list-style-type: none">• What thoughts do you have for being even more effective in your job next month?	<ul style="list-style-type: none">• Here's what I want you to do...
<ul style="list-style-type: none">• What area of your performance would you like to target next month?	<ul style="list-style-type: none">• What I want you to focus on is...
<ul style="list-style-type: none">• Is there an area of your job that you struggle with?	<ul style="list-style-type: none">• Instead of doing this the way you have been, I want you to do it this way instead.
<ul style="list-style-type: none">• Would you be open to one of my ideas?	<ul style="list-style-type: none">• Do it my way, my idea is better.

The Coaching Conversation

Transition Between Back to the Drawing Board & Lights! Camera! Action!

The Language of Coaching

Do's	Don'ts
• Very good. Ready to summarize?	• So, you'll commit to those action steps, right?
• Those are good ideas. Now let's summarize our conversation.	• Okay, sounds good. See you next month.
• Now, let's make sure we are both on the same page before we finish up for today.	• We are almost done.



Coaching Conversation

Step 4: Lights! Camera! Action!

Objectives

Objectives	What you do
<ul style="list-style-type: none">• Make sure employee has captured all action steps.	<ul style="list-style-type: none">• Compare the action steps you've both written down.
<ul style="list-style-type: none">• Make sure the employee is clear about what they need to do next.	<ul style="list-style-type: none">• Ask employee to recap action steps.
<ul style="list-style-type: none">• Get a commitment from the employee about taking action and following through.	<ul style="list-style-type: none">• Ask for a commitment. Listen and watch for a commitment in the employee's words, voice tone, and body language.
<ul style="list-style-type: none">• Demonstrate commitment by providing a consistent coaching structure.	<ul style="list-style-type: none">• Set the date for the next coaching conversation.
<ul style="list-style-type: none">• Set expectations for the next coaching conversation.	<ul style="list-style-type: none">• Explain that the employee needs to come prepared to report on progress.
<ul style="list-style-type: none">• Show your appreciation for the employee's participation.	<ul style="list-style-type: none">• End with Thank You Very Much.



Coaching Conversation

Step 4: Lights! Camera! Action!

The Language of Coaching

Do's	Don'ts
<ul style="list-style-type: none">• To make sure we're on the same page, why don't you recap your action steps?	<ul style="list-style-type: none">• Let me recap your action steps• Let's see. I have down that you'll do such and such and so and so. Is that right?
<ul style="list-style-type: none">• Thank you very much for participating so fully.	<ul style="list-style-type: none">• Okay then, see you next time.
<ul style="list-style-type: none">• Thank you very much for your commitment to developing excellence.	<ul style="list-style-type: none">• That's it then. We're done.

The Coaching Conversation

Observation Checklist

Directions: As you watch the coaching demonstration, record the skills you observe and make a note of any specific words or phrases that you think are effective.

Coaching Steps	✓	Specific Words/Phrases
Setting the Stage		
Greet		
Go over the agenda		
Ask if employee has anything to add		
Transition		
Applause		
Ask for positive self-assessment		
Ask drill-down questions		
Add your own positive comments		
Transition		
Back to the Drawing Board		
Ask what could be improved		
Ask drill-down questions		
Add your own suggestions		
Transition		
Lights! Camera! Action!		
Agree on/write specific action steps		
Have the employee do the recap		
Gain commitment to action steps		
Summary		
Applause		Back to the Drawing Board

The Coaching Conversation

Prep Sheet

You will practice in pairs using a real-life situation involving one of your actual employees. To prepare, make notes below on how you'll coach that employee.

Steps of the Model
Setting the Stage
Applause
Back the Drawing Board
Lights! Camera! Action!

Scenario

The Coaching Conversation

Observation Checklist

Directions: As you watch the coaching demonstration, record the skills you observe and make a note of any specific words or phrases that you think are effective.

Coaching Steps	✓	Specific Words/Phrases
Setting the Stage		
Greet		
Go over the agenda		
Ask if employee has anything to add		
Applause		
Ask for positive self-assessment		
Add your own positive comments		
Back to the Drawing Board		
Ask what could be improved		
Add your own suggestions		
Lights! Camera! Action!		
Agree on/write specific action steps		
Have the employee do the recap		
Gain commitment to action steps		
Summary		
Applause		Back to the Drawing Board

Different Types of Coaching Conversations

Coaching Definitions

Type of Coaching	Definition
<ul style="list-style-type: none"> In Progress 	<ul style="list-style-type: none"> Review monthly what's going well, what could be more effective. A sit-down, 15-minute structured conversation following the steps of the coaching model.
<ul style="list-style-type: none"> On the Job 	<ul style="list-style-type: none"> Observe an employee in action with Members, with other employees, leading a staff meeting, or conducting a coaching conversation. Give feedback, following the steps of the coaching model.
<ul style="list-style-type: none"> In the Moment 	<ul style="list-style-type: none"> Give quick coaching, when seeing an employee doing something that you want to quickly praise, or something you want to quickly correct.
<ul style="list-style-type: none"> Team Meetings and Huddles 	<ul style="list-style-type: none"> Coach a group of people to review what's going well and what needs improvement, using an abbreviated coaching model to accommodate short meetings.
<ul style="list-style-type: none"> Peer Coaching 	<ul style="list-style-type: none"> Share feedback with a colleague.
<ul style="list-style-type: none"> Self Coaching 	<ul style="list-style-type: none"> Conduct a coaching session to self-reflect on your own performance.

Different Types of Coaching

When and How to Apply

What is it?	When do I use it?	How do I use it?
<ul style="list-style-type: none"> • In Progress (monthly review) 	<ul style="list-style-type: none"> • Monthly 15-minute sit-down coaching conversation. 	<ul style="list-style-type: none"> • Follow the steps of the coaching model.
<ul style="list-style-type: none"> • On the Job (observation coaching) 	<ul style="list-style-type: none"> • As needed, observe an employee in action with a Guest, with other employees, leading a staff meeting, or conducting a coaching conversation. 	<ul style="list-style-type: none"> • Be discreet while you are observing performance • Follow the steps of the coaching model.
<ul style="list-style-type: none"> • In the Moment (quick praise or correction) 	<ul style="list-style-type: none"> • When seeing an employee doing something right and want to do a quick praise. • When seeing an employee giving wrong information, mishandling a Guest, or creating a disturbance and need to do a quick correction. 	<ul style="list-style-type: none"> • Tell the employee specifically what was done well, how that makes you feel and reinforce the behavior. • Try to maintain the employee's self esteem, correct the situation, explain to the employee why you needed to interject.
<ul style="list-style-type: none"> • Team Meetings and Huddles (review what's going well and what needs improvement) 	<ul style="list-style-type: none"> • When you want to coach a group of people at one time in a meeting, and when you have less time (at the beginning of a shift) in a huddle. 	<ul style="list-style-type: none"> • Still follow the steps of the coaching model, abbreviate for huddles.

Different Types of Coaching

When and How to Apply, continued

What is it?	When do I use it?	How do I use it?
<ul style="list-style-type: none"> • Peer Coaching (sharing feedback with a colleague) 	<ul style="list-style-type: none"> • When you need to give feedback to a peer 	<ul style="list-style-type: none"> • Introduce topic • Ask for their point of view • Present your ideas • Ask for feedback • Agree on action
<ul style="list-style-type: none"> • Self Coaching (self-reflecting on your own performance) 	<ul style="list-style-type: none"> • When you want to self-assess your own performance 	<ul style="list-style-type: none"> • Ask yourself what you did well • Ask yourself what you could do to be more effective • Ask yourself what action step to take next time