



RESULTS-BASED COACHING

What Is Coaching?

Coaching is a method of directing, instructing and training a person or group of people, with the aim to achieve some goal or develop specific skills. There are many ways to coach, types of coaching, and methods to coaching. Direction may include motivational speaking. Training may include seminars, workshops, and supervised practice.

Source: Wikipedia

- ◆ On-going dialogue between a leader and employee that help increase a person's ability to perform.
- ◆ Process by which leaders stay in touch with their employees.
- ◆ Using every conversation as a coaching opportunity.
- ◆ Ability to tap into an employee's skills and energy.
- ◆ Use of interpersonal skills (leadership) to influence the accomplishment of tasks or the maintenance of work relationships.

Coaching is a method to assist in bringing out the best attitude and behaviours in others, to achieve desired results. It is part of a formula for success (Attitude + Behaviours + Coaching = Results)

- Change comes from within; we coach to support recognition/awareness.
- Motivate with respect.
- Be able to confront tough issues.
- Help people through their success process.

Source: Jayne Kowal, ABCs of Leadership Presentation.

A Tool – The C.O.A.C.H Model

CONSIDER THE OBJECTIVE

When and Why We Coach

Questions to ask yourself:

What are the benefits for the individual receiving coaching?

What are the benefits for the coach?

How will (can) coaching impact individual and organizational performance?

What if we don't coach?

Why might we avoid coaching?

Before you coach, think about it:

- ◆ What do you hope to achieve and WHY?
- ◆ What does the employee hope to achieve and WHY?
- ◆ Whose agenda is driving the coaching?
- ◆ Is it performance related or other?



OPEN & COLLABORATIVE ENVIRONMENT

Create An Open Climate

- Involve people in decisions that will affect them.
- Ensure your actions mirror your words (e.g., saying you have an open door policy and being available when people come to talk.)
- Ask, receive and implement employee ideas.
- Ask for feedback on your performance as a leader.
- Keep employees well informed.
- Allow employees to make decisions.

Make people feel like winners! Raise their self-esteem; challenge their skills – they are most important to your business.

Great coaches look **INWARD** to people; their strengths, styles and motivations.

ASK OPEN ENDED QUESTIONS & ACTIVELY LISTEN

Be Curious

- ◆ What questions will you ask to involve and further understand your employees' perspective?
- ◆ What specific information could you provide or how could you clarify performance expectations?
- ◆ What insight or advice do you have to provide; how will you provide this insight?
- ◆ What questions will you ask to avoid providing all the answers?

Think About It: We use S.W.O.T analysis as a tool to plan within our businesses. Try using the same tool with your employees – what are their strengths, weaknesses, opportunities, and threats?

CREATE AN ACTION PLAN

- ◆ How will you summarize the conversation to ensure clarity of understanding?
- ◆ What specific action is required?
- ◆ What is a realistic time frame?
- ◆ What role do you have? What role does the employee have?
- ◆ How will you gain employee commitment to the improvement plan?
- ◆ What strategies will you identify as next steps? What specifics would you like to see identified?
- ◆ What time frame is appropriate for feedback?

HOLD ACCOUNTABLE

- ◆ How will you follow up?
- ◆ When will you follow up?
- ◆ How will you and the employee know the action is working/has worked?
- ◆ What type of feedback will you give the employee and when will you give it?

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