

4 Ways to Make Coaching Work in Your Organization Workbook



Introduction

America's workforce is changing. And changing quickly. Employees want to become superstar workers, but they need managers that are capable of providing rich real-time feedback and that are committed to coaching (as opposed to traditional methods of management) in order to become fully engaged and fulfill their potential. It's up to managers to motivate their team members and turn them into superstars.

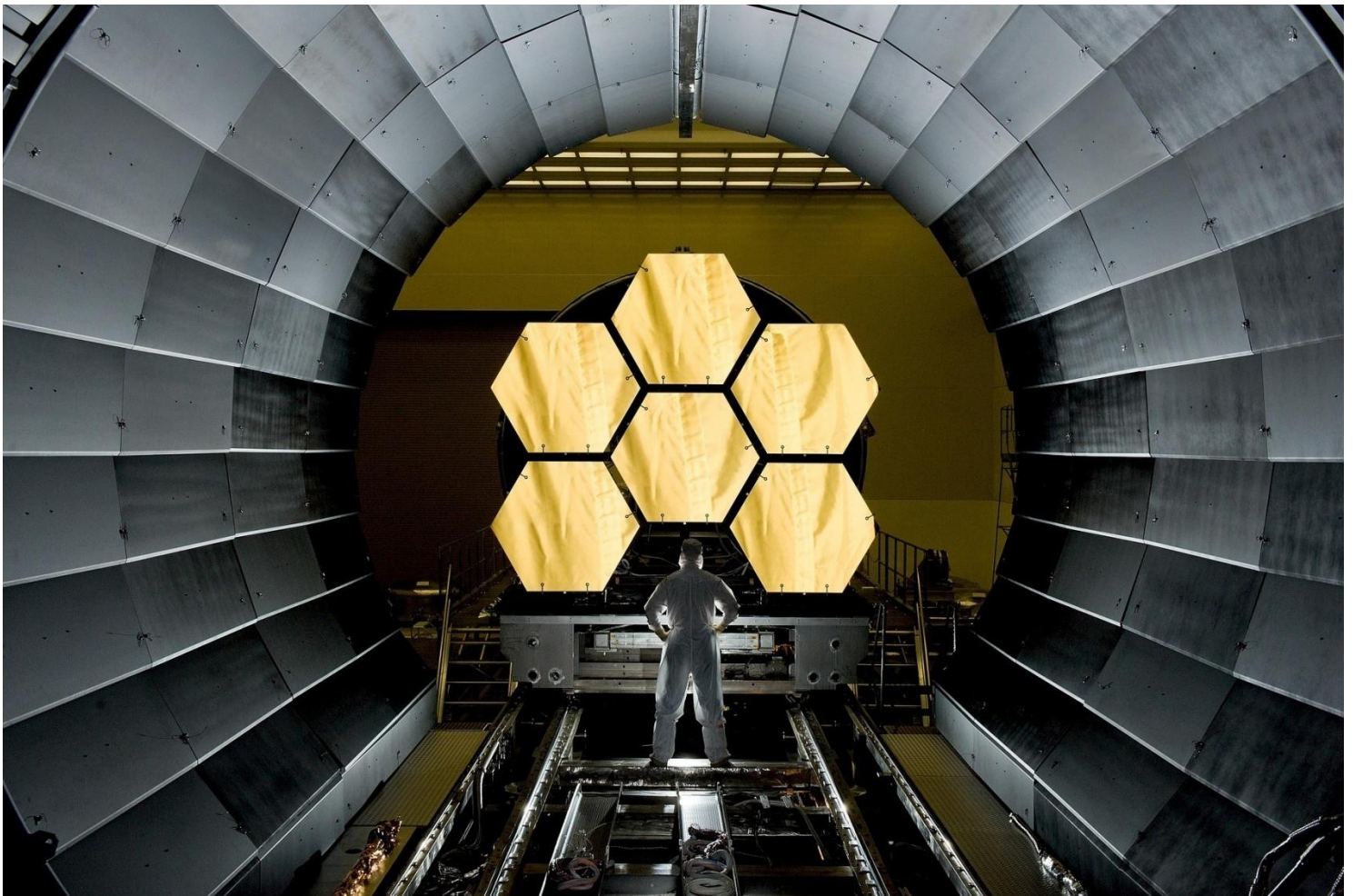
Motivated employees are 31% more productive, have 37% higher sales, and are three times more creative than unmotivated employees, [according to research](#) by the University of California. However, only 33% of employees were engaged in their work in 2016, per Gallup's [State of the American Workplace](#) report. These different data points represent the huge gap between the benefits of engaged employees, and the number of employees that actually are engaged.

The key to bridging this gap and motivating more employees is through coaching. Successful coaching environments are open and collaborative, and inspire creative-thinking, continuous feedback, and honest communication.

Read on to find out how you can make coaching work in your organization and fill out the exercises for actionable steps to apply what you learn.

The 4 Ways at a Glance

1. Define what good coaching looks like
2. Ask open-ended questions
3. Embrace "in-the-moment" learning
4. Practice what you preach



Define what good coaching looks like



Before you can begin coaching (and be great at it!) you need to establish some parameters around what you want to accomplish. It's important to connect your specific company goals to your coaching style.

Your coaching goals should be aligned with the goals of the organization so that you, leadership, and your team members are all on the same page. To accomplish this, implement a simple coaching model that outlines steps regarding how to provide actionable, relevant feedback to employees.

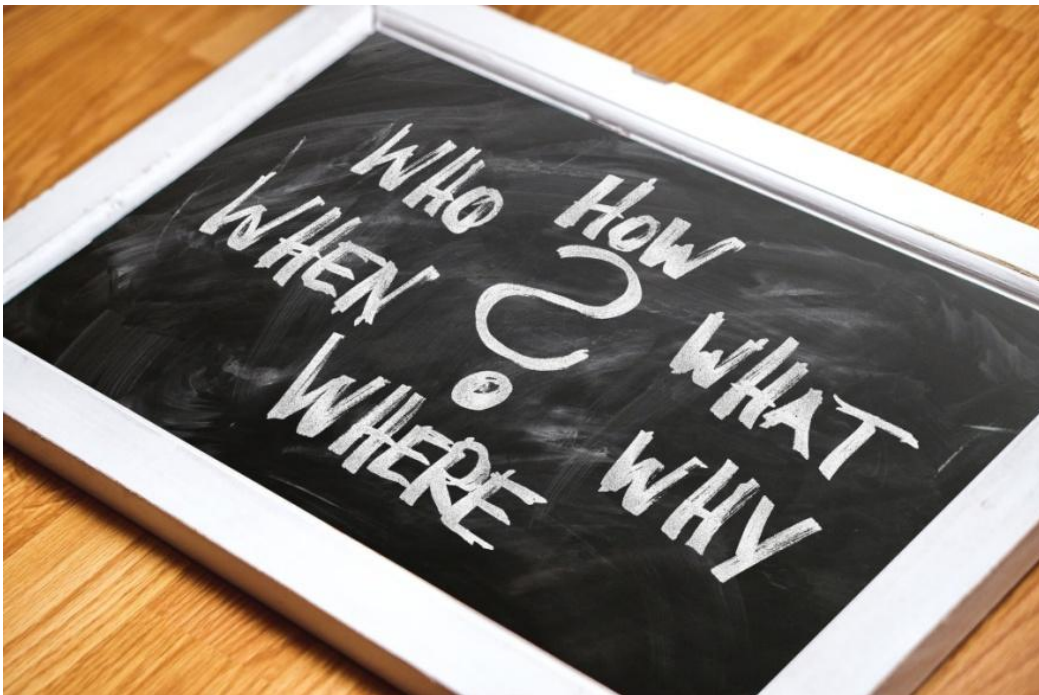
EXERCISE

Write down three specific goals for your coaching platform and how they align with a broader corporate goal

	Coaching Goal	Related Corporate Goal
1.		
2.		
3.		

Ask open-ended questions

When you ask a question with a defined answer, you may not be getting the whole story. Sure, you might ask a follow-up or two, but there is likely more just under the surface that an employee would have said if asked. Open-ended questions lead to open-ended answers, meaning the conversation is a free-flowing exchange of information and ideas.



While you typically have a sense of what a closed question will provide in terms of an answer, open-ended questions can give you unexpected information. And that's a good thing. They can also provide insight into your employee's feelings on a topic and can allow you to collect more detail on the subject.

EXERCISE

Think of a recent example where a coaching conversation did not go as planned...

Q:	What questions did you ask?
A:	

Q:	How could you re-frame those questions to be open-ended? Write down at least 5 open-ended questions you could use if put back in that same situation:
1:	
2:	
3:	
4:	
5:	

Embrace "in-the-moment" learning

A good coach should be like a tuxedo t-shirt: formal, but flexible enough to adjust at a moment's notice. Both formal and informal constructive conversations play a huge role in employee success.



Formal coaching includes set times for managers and employees to catch up on dependencies, concerns, and accomplishments, as well as training exercises where employees can hone their skills and recognize areas for improvement. Informal conversations, on the other hand, happen in real-time and are often where the most important discoveries are made.

EXERCISE

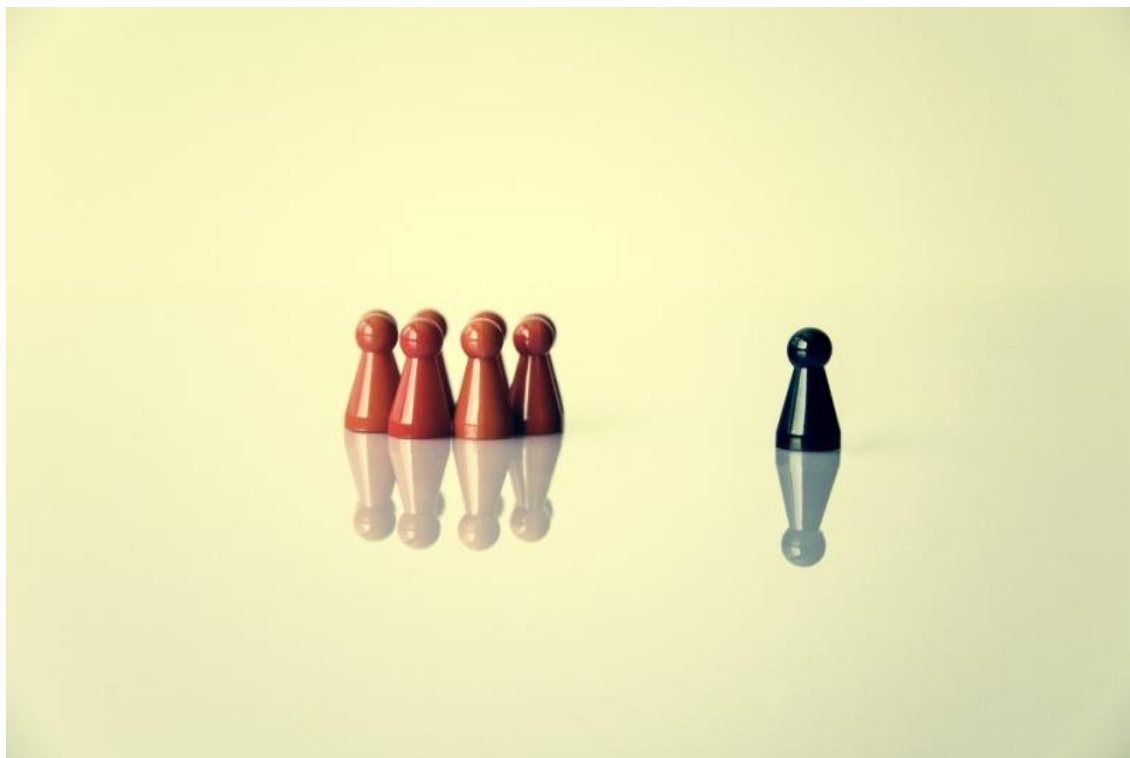
List 2-3 names of employees you've coached in the past 6 months, along with examples of both formal and informal coaching methods you've deployed. If you did not provide formal or informal coaching, suggest ways you could implement it moving forward:

Employee	Formal Coaching	Informal Coaching

Practice what you preach

Above all, it's important to take your own advice: "walk the walk," so to speak. Managers need to commit to a culture of coaching without looking back.

It can be difficult to break the dependency on the performance management processes (such as annual performance reviews) that you've used for far too long, but it's necessary to get the most out of employees. To be a successful coach, you need to lead by example and go all-in.



EXERCISE

List 2 examples of times you demonstrated a commitment to coaching in the past 6 months, along with any immediate benefits you saw come from that experience:

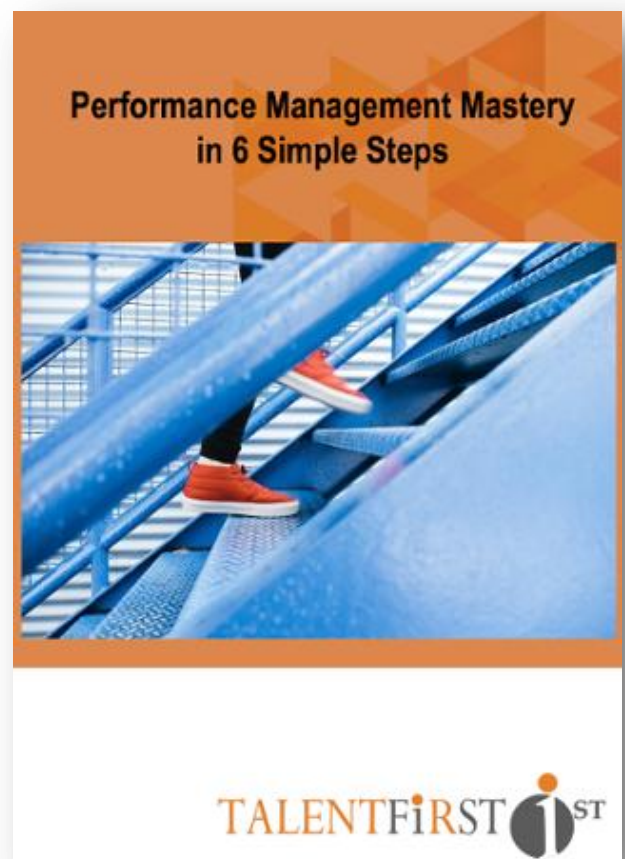
Example	Benefits

EXERCISE

List 2 examples of where you did not live up to this commitment. What will you do differently moving forward?

Example	What to do differently

Need additional support to master coaching? Check out our related resources:



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About us

TalentFirst is on a mission to create workplaces infused with relevant, real-time performance feedback, targeted coaching and meaningful collaboration. The TalentFirst software solution provides clients with cloud-based, mobile-first continuous communication and coaching tools to modernize performance management and keep managers and employees engaged.

By breaking down the annual performance review process into daily, digital micro-conversations, TalentFirst modernizes the talent management process with consistent, timely and honest feedback which aggregates into meaningful performance data that puts talent first.

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