

SOLENIS

Leadership Program

Leading Others

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Building Engaged Teams: Coaching to GROW

TARA POWERS, FACILITATOR

**CHAT: What is the one word to
describe the best coach
you've ever had?**





WHAT WE WILL COVER TODAY

- Discuss key qualities of an effective coach
- Explore different types of coaching conversations
- Understand your team's coaching needs
- Examine the GROW coaching framework
- Discuss next steps and plan for action

What are the Key Qualities of an Effective Coach?



Operates with a **GROWTH MINDSET**



Sees **PEOPLE DEVELOPMENT** as a top priority



Plans for **COACHING CONVERSATIONS**



Looks for opportunities to **DEVELOP NEW SKILLS** in others

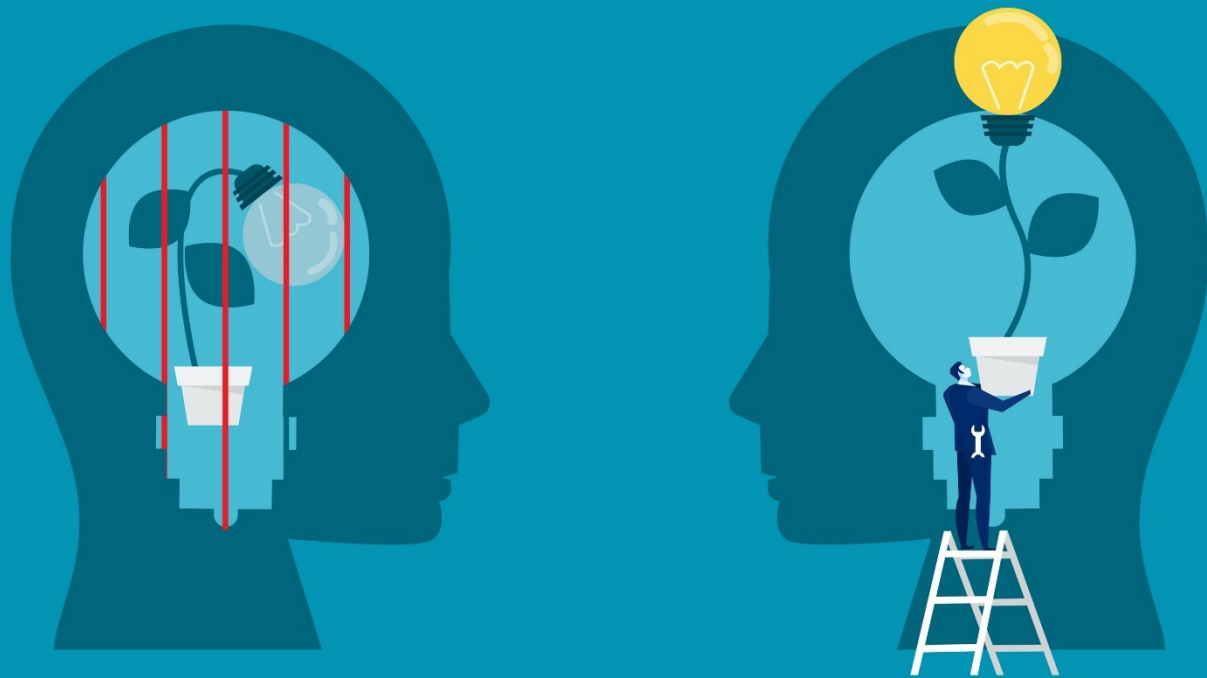


Shares knowledge and **EDUCATES** whenever they can



Openly **SHARES FEEDBACK** and encourages two-way conversation

KEY QUALITIES OF AN EFFECTIVE COACH



FIXED VS.
GROWTH
MINDSET

CHAT – FIXED MINDSET

What might you hear yourself say if approaching coaching with a fixed mindset?

GROWTH MINDSET

What you might hear
yourself say if
approaching coaching
with a growth
mindset?



Is willing and interested in **RECEIVING FEEDBACK**



Demonstrates **ENTHUSIASM** and **ENCOURAGEMENT**



Understands **WHAT MATTERS** to others



Adapts **COMMUNICATION STYLE** and **FOCUS** based on team member



Listens actively and **PARAPHRASES** to ensure understanding



Pushes team to **STRETCH**

KEY QUALITIES OF AN EFFECTIVE COACH



LISTENING



Things to listen
for when
coaching:

**COACHING
ENHANCER**

COACHING ENHANCER

- **PARAPHRASING**
- Once you've listened, ALWAYS repeat back in your own word what you heard to ensure understanding.
- 'So what you're saying is...'
- 'Let me make sure I've got this right...'
- From your point of view, it seems....
- What you believe is the most important points are....



COACHING ACCORDING TO STYLE

- **DIRECT AND RESULTS FOCUSED**
- **ENERGIZING AND PEOPLE FOCUED**
- **SINCERE, STEADY AND TEAM FOCUSED**
- **ANALYTICAL AND DETAIL FOCUSED**



ASKS QUESTIONS rather than giving directives



Knows team member **ASPIRATIONS** and **GOALS**



Knows how each team member likes to be **RECOGNIZED**



Is clear about what is **LIMITING** a team member from doing their best



Understands what **SUPPORT** each team member needs to be effective

KEY QUALITIES OF AN EFFECTIVE COACH

COACHING ENHANCER

CHAT – RECOGNITION

How have you provided recognition to employees in a way that was personalized to them?

CHAT:

**What effective coaching quality do you want
to adapt and get better at?**

COACHING CONVERSATIONS

TYPES OF COACHING CONVERSATIONS:

- GOAL SETTING
- FREQUENT FEEDBACK
- CAREER CONVERSATIONS



A close-up photograph of three darts with yellow, green, and red flights hitting a target board. The target has concentric black and white rings with numbers 1, 2, 3, 4, 5, 6, 7, 8, and 9. The darts are positioned diagonally from the top left towards the bottom right. A semi-transparent dark grey rectangular box is overlaid on the lower half of the image, containing white text.

COACHING FOR PERFORMANCE: GOAL SETTING

Goal Setting: What To Consider

1

What remains relevant? What's no longer important?

2

What are current priorities vs. future priorities?

3

Where do I expect my team to be spending their time?

4

What are positives about any new goals?



FREQUENT FEEDBACK

A small, vibrant green plant with several leaves is growing out of a crack in a grey concrete surface. The background is a blurred, bright, warm-toned sky. A dark grey rectangular box with a thin yellow horizontal line is positioned at the bottom of the image, containing the text.

COACHING FOR DEVELOPMENT:
CAREER CONVERSATIONS

QUESTIONS TO CONSIDER WHEN PREPARING FOR COACHING CONVERSATIONS

- From a **Performance Perspective**: How effective are they at getting results?
- From a **Development Perspective**: What is their potential for career growth?
- From a **Relationship Perspective**: How effective are they at building trust?
- From a **Coachability Perspective**: What is their level of willingness to be coached?

THE GROW MODEL OF COACHING

Goal

Reality

Options

Will

THE GROW MODEL

- **The Opportunity**
- The **G**oal
- The **R**eality
- The **O**ptions
- The **W**ill

What would they like to work on,
improve or develop?

What do they need to work on,
improve or develop?

THE GROW MODEL

The Conversation

- **The Goal**
- **The Reality**
- **The Options**
- **The Will**

What do you want to achieve?

What is your vision for what you want to change?

What impact do you want to have?

What behaviors do you want to adopt?

THE GROW MODEL

The Conversation

- The **G**oal
- **T**he Reality
- The **O**ptions
- The **W**ill

What are you doing now?

Who is involved?

What impact or effect is this having on others?

What have you done so far?

What have been your results?

What's holding you back?

What's most important?

THE GROW MODEL

The Conversation

- The **G**oal
- The **R**eality
- **T**he **O**ptions
- The **W**ill

What have you thought of so far?

What options do you have?

How could you achieve this change?

What experiments could you try?

Who has done this well that you could model?

What are the advantages and disadvantages of each idea?

THE GROW MODEL

The Conversation

- The **G**oal
- The **R**eality
- The **O**ptions
- **T**he **W**ill

What option will you commit to do?

Who needs to know your plans?

When will you do this by?

What is your level of willingness to take this step?

What help do you need from me?

When should we follow up?



**GROW:
PUTTING IT
ALL TOGETHER**

EXAMPLES OF HOW TO START A CONVERSATION ABOUT A PERFORMANCE ISSUE

- I have a concern about
- I'm getting feedback about
- Would you be willing to have a conversation about it, so I can understand the situation better?
- How are things going with (subject)? If the employee answers good, fine or great try saying, "I'm getting some feedback that's different, can we discuss it?" or "What I'm hearing is (explain) let's see if we can clarify that."

GROW:
LET'S
PRACTICE!

Coaching to GROW

Coaching Session

The Opportunity- I would like to be coached on:

The Goal – My goal is:

The Reality – My reality is:

The Options – My options are:

The Will – I will commit to:

The GROW Model Reflection

How can you use GROW
to help the development
and growth of your team?

Coaching to GROW Session Reflection

What was the area you wanted to improve upon in the GROW Activity?

What conclusions/changes did you come to as a result of completing this activity?

How can you use GROW to coach others?

What is important to remember when coaching others?

How will you refine your coaching skills to enhance the experience of others?

Session Reflection

1. We must focus on developing key qualities to be an effective coach
2. We have to identify the type of coaching conversation needed with each team member
3. The GROW Model Provides a conversational framework for effective coaching

CHAT: What is your greatest takeaway from today's session?

CHAT: What is your next action step?

NEXT STEPS:

- **Apply a new tool or skill with your team to influence or coach**
- **Share and debrief insights with your manager**
- **Attend wrap up session on August 23rd**
 - High level review of program topics and how you are applying them day to day