

# Welcome!

As soon as you get settled, provide your answers to the two posted questions.

What are some of the **benefits** of coaching?

What is your top **coaching tip**?

**NICE** inContact

# Coaching Conversations

A Workshop

# Course Goal and Agenda

The **goal** of this course is to look at coaching conversations and develop principles that will lead to better conversations and improved performance.

- ⦿ Introduction
- Coaching Fundamentals
- The Coaching Conversation
- Tips for Better Coaching
- Close

# The Fundamentals of Coaching

# Coaching Defined

Coaching is an **ongoing** management process involving **direct reports** and with three main activities:

- Proactive **listening**
- Asking prompting **questions**
- Providing targeted, timely, and actionable **feedback**



# The Benefits of Coaching

Organizations with highly effective coaching are:

- 30%** More likely to have strong business results
- 33%** More effective at engaging employees
- 42%** Higher employee productivity

Of organizations with strong coaching cultures:

- 81%** See improved team functioning
- 79%** See higher employee engagement
- 70%** See increased productivity
- 67%** See faster onboarding
- 71%** See faster leadership development

Source: Bersin by Deloitte

Source: Human Capital Institute (HCI) and International Coach Federation (ICF)

# Nudge Your Neighbor

Take 30 seconds to tell someone near you one way you personally would benefit from being a better coach.



# Foundational Principles

- **Believe in each team member**
- **Create a safe environment**
- **Be respectful**
- **Tackle the difficult conversations**
- **Coach frequently and regularly**
- **Coach everyone**



# Believe in each team member

- Want the best for them
- Believe in their capacity to change
- Intend to help them grow
- Have great expectations for them



# Create a safe environment

- Build trust
- Get your intention right
- Hold boundaries until you are ready
- Be curious
- Recognize everyone's individuality
- Create a context of possibility



# Be respectful

- Show an honest interest
- Help them feel appreciated and valued



# Tackle the difficult conversations

- Be clear about expectations
- Many employees crave constructive criticism



# Coach frequently and regularly

- On a regular basis
- Daily “quick hits”



# Coach everyone

- Low performers
- High performers
- ALL employees



# Nudge Your Neighbor

Take 30 seconds to tell someone near you one thing that struck you about the foundational principles of coaching.



# The Coaching Conversation



# Preparing to Coach

Review **past sessions** and actions since the last session

- What was last coached?
- What is the next skill to be developed?
- What are the priorities for this individual?
- Have I coached on this previously?

Gather **data**

- What data do you need and how will you get it?
- Specific examples are critical to reinforce the positive and provide evidence of improvement needed

Think about what **motivates** the person

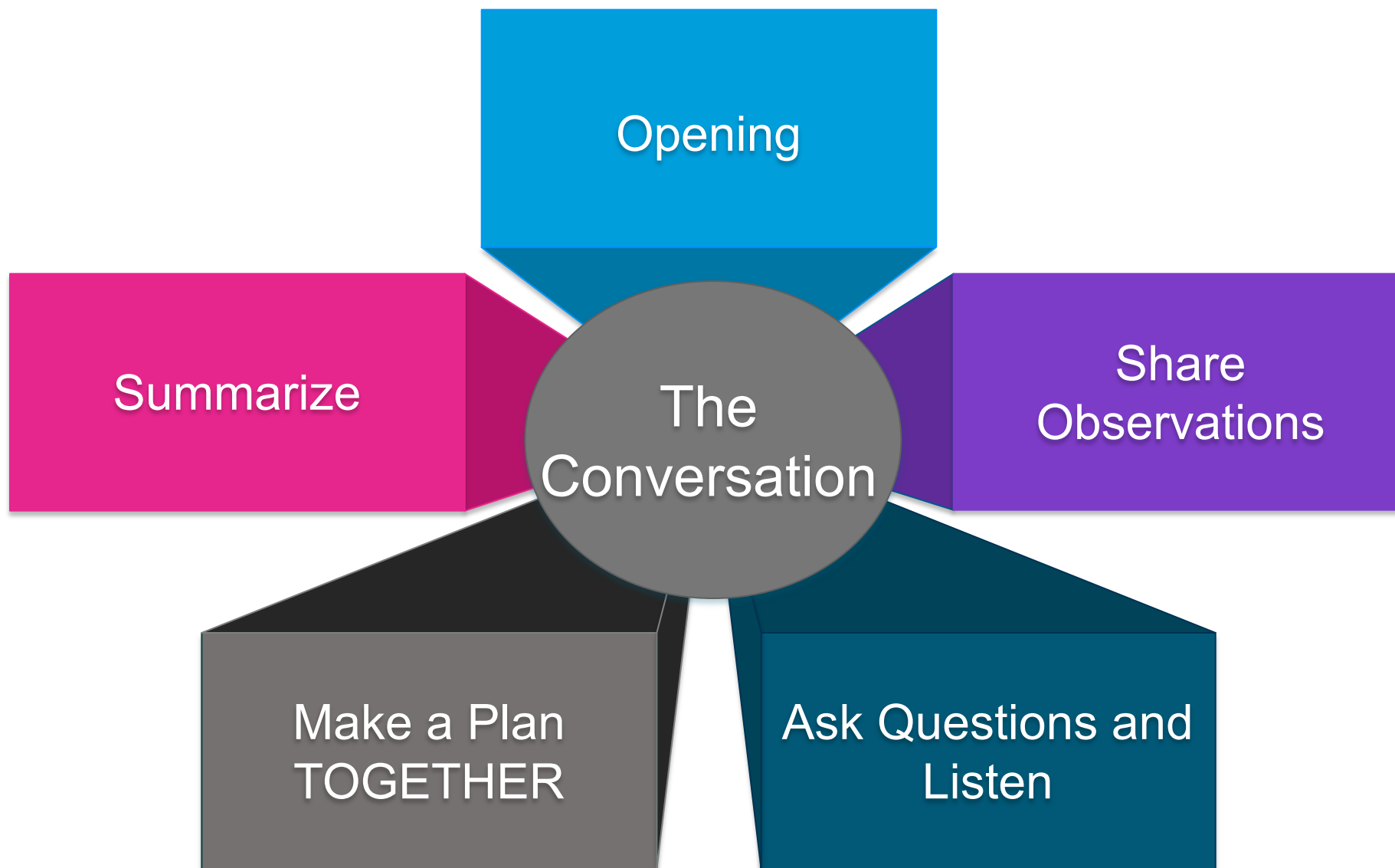
- How will you position issues to them?
- What are their hot buttons and motivations for being there?
- What might be potential roadblocks from the team member? How will you handle these?

What is my **attitude** towards this person?  
Do I want the best for them?

# The team member also prepares

- What have I accomplished since our last meeting?
- Did I meet the objectives set in the action plan?  
If not, why not?
- What challenges and problems am I facing now?
- What new opportunities do I see for myself?
- How do I want to use my coaching time?





# Opening

## Do a personal check-in

- How are they doing?

## Follow-up on actions from the last session

- Review the last action plan
- What has happened since then?



# Share Observations

**Observation** = what a person says or does.

- Focus on description rather than judgment
- Focus on observation rather than inference
- Focus on behavior rather than the person
- Watch out for feedback overload



# Nudge Your Neighbor

Take 30 seconds to tell someone near you one example of a smart observation you might make in a coaching session.



# Ask Questions and Listen

- Focus on “what” rather than “why”
- Be a thinking partner
- Be quiet
- Listen with your whole body
- Empathize

## Sample questions:

- What’s on your mind?
- What’s the real challenge here for you?
- What do you want?
- What is your perspective?
- Before I tell you what I might do, how about your own thoughts on this?
- Have you encountered this problem before? What did you do that worked?
- Any other ways of approaching this situation?
- What would be the best possible outcome for you?
- What could you change in your approach that might get you better results?
- How can I help?

# Nudge Your Neighbor

Take 30 seconds to tell someone near you one new question you'd like to use in a coaching session.





# Make a Plan **TOGETHER**

- Key actions to complete by the next coaching session.
- Training and resource needs
- Clearly state your expectations



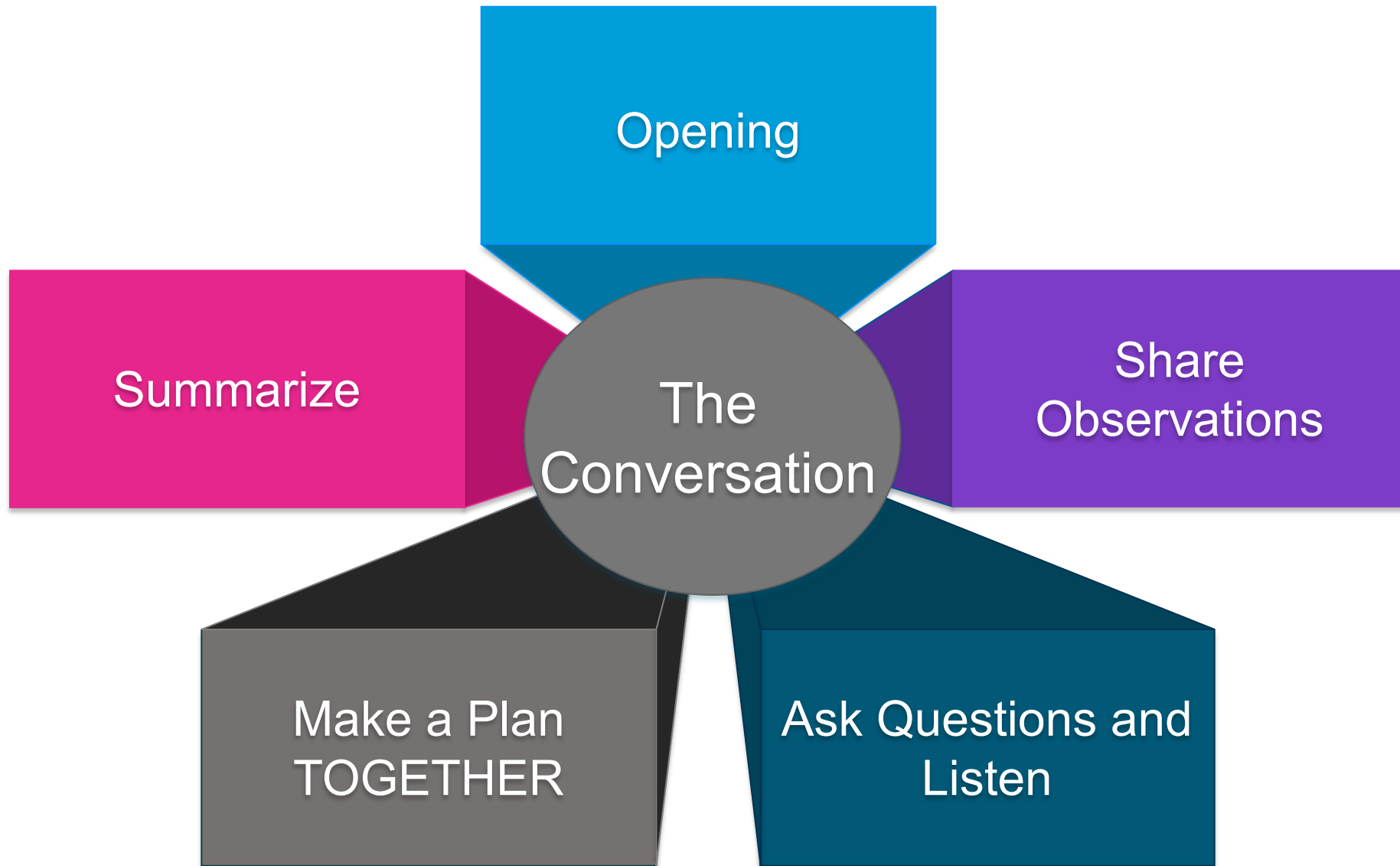
# Summarize



# After the Session

- Document
  - Topics discussed
  - Agreed upon actions
  - Things you need to do
  - Reminders for future sessions
- Keep private
- Reflect on your performance





# Tips for Better Coaching

# Coaching Tips

- Look for excellent outcomes
- Share your reaction
- Be conversational, not confrontational
- Don't talk too much
- Ask rather than tell
- Encourage small incremental changes



# Becoming a Better Coach

## Essential Coaching Skills

- Listening
- Building trust
- Being supportive, encouraging, and motivating
- Able to deliver praise and feedback

## Triangular Coaching

- An observer sits in on the coaching session
- Explain what is happening at the beginning of the session
- The observer may take brief notes
- Observer tries to sit in on three different sessions
- Observer provides feedback to the coach

# Nudge Your Neighbor

Take 30 seconds to tell someone near you your best tip for coaching better.





**Close**

# Review

## Coaching Defined



## Preparing to Coach

Review **past sessions**

What **motivates** the person?

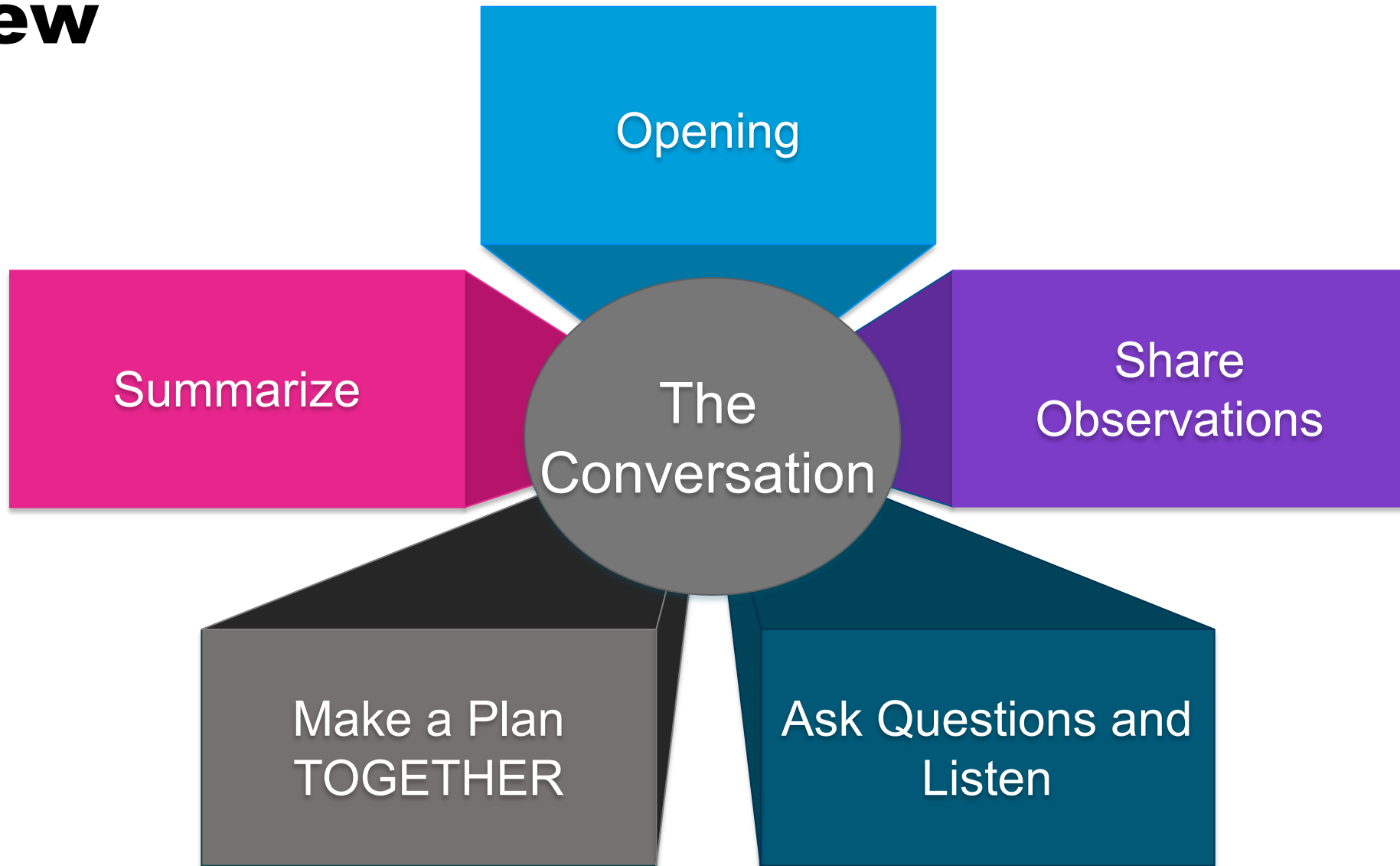
Gather **data**

What is my **attitude** towards the person?

## Foundational Principles

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# Review



# Review

## After the Session

### Becoming a Better Coach

Essential Coaching Skills

Triangular Coaching

#### Coaching Tips

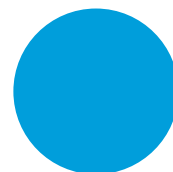


# Action Plan

What squared or agreed with what you already knew?



What did you learn that completed a circle of knowledge?



What action will you take as a result of this training?



What did you see from a new angle?





# Coaching Conversations

A training workshop

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Developed by Elaine Carr and Laura Grimes  
of Harrington Consulting Group

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*enhance the experience.*