

# Unleash Your Team's Potential Through

# COACHING™



## BUILDING OTHER LEADERS THROUGH FEEDBACK AND COACHING

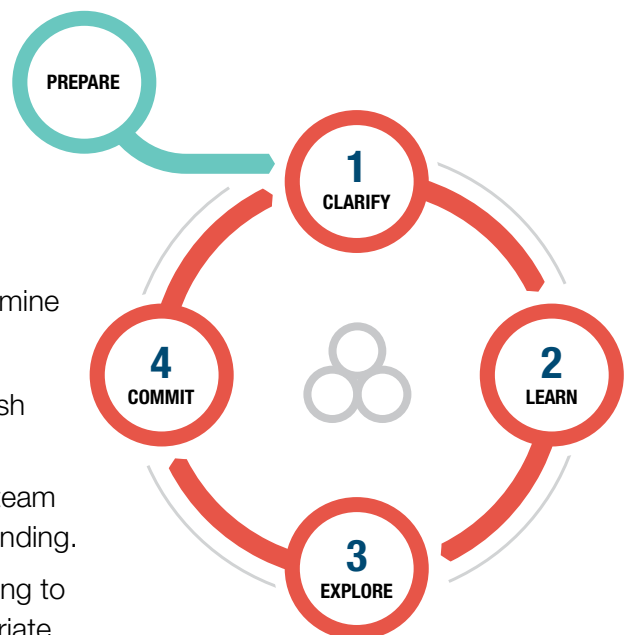
Effective leaders build a leadership pipeline by intentionally developing their team members. They see their team members as whole people who have a body, mind, heart, and spirit. They use frequent positive feedback to reinforce team values and instructive feedback to course correct quickly. The best leaders are great coaches. They move from telling and fixing, to building capability by using three key coaching skills: listening, questioning, and acknowledging. And they make coaching an essential part of their day-to-day leadership practice by regularly having formal and informal coaching conversations.

### THE COACHING MODEL

The coaching framework is a helpful guide for every important conversation. It begins with personal preparation and continues with the coach and coachee working together. The coaching steps are:

**Prepare Individually:** Before the conversation, take time to examine your motives and set aside your agenda. Then,

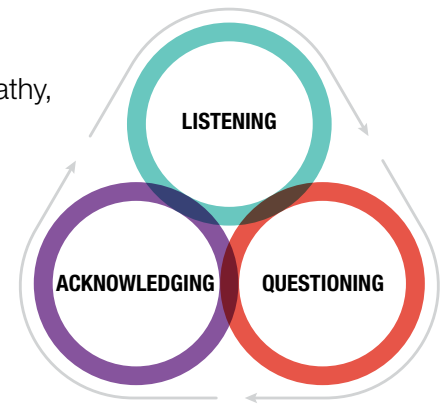
- 1. Clarify Together:** Agree on the desired purpose and establish a realistic time frame for the conversation.
- 2. Learn by Listening:** Listen empathetically to understand the team member's point of view, and reflect back to ensure understanding.
- 3. Explore Options:** Use insightful questions and acknowledging to generate options. Clear the path and share ideas as appropriate.
- 4. Commit to Action:** Invite the team member to make commitments, make your own commitments to clear the path, and establish follow up.



## THREE KEY COACHING SKILLS

There are three key skills that form the basis of any coaching conversation:

1. **Listening:** Put aside your assumptions, be silent, show appropriate empathy, and restate and summarize to ensure understanding.
2. **Questioning:** Ask all three types of coaching questions: clarifying questions to seek understanding, open-ended questions to explore possibilities, and insightful questions to tap into creative problem solving.
3. **Acknowledging:** Help others get unstuck by reminding them of the skills and resources they already have.



## THE FEEDBACK APPROACH

Giving frequent positive feedback is an important way to inspire great performance, intentionally build team culture, and reinforce team values. Targeted instructive feedback helps team members quickly course correct and improve their performance.

Use this two-step approach to share feedback:

1. Share a specific observation.
2. Describe the impact.

COMPETENCY	DESCRIPTION
<b>Coaching for Performance</b>	Uses coaching skills to unleash the potential in others through empathic listening, effective questioning, and acknowledging capability. Empowers others to create their own solutions.
<b>Developing Direct Reports</b>	Is a people builder who encourages people to accept new, challenging, and even stretching tasks and assignments. Gives encouragement and support. Can identify strengths and opportunities for growth.
<b>Having Difficult Conversations</b>	Clearly and respectfully confronts performance issues and challenges. Can identify the key issues, listen to understand, help team members identify effective solutions, and work together to set clear expectations for behavior change.
<b>Engaging Talent</b>	Sees others as whole people who are inherently capable. Engages people's heads, hearts, and hands in the most important goals and priorities. Seeks to match task to talent.

## PRODUCT INCLUDES:

- Self-Assessment
- Participant Workbook with Implementation Plan
- Coaching Cards
- On Demand Modules



## MODULE LENGTH: 4 HOURS



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