

Coaching Conversation Guide for managers

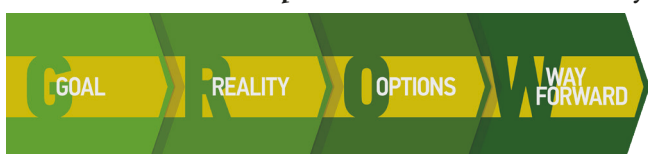
On-the-job coaching is one of the most important ways to develop the capabilities of your team. It's also one of your most valuable contributions as a manager.

PURPOSE: To build on-the-job skills and competence

HOW LONG: 10 to 30 minutes

HOW OFTEN: Whenever someone needs on-the-job learning

The GROW framework provides a useful structure for your coaching conversations



Permission to use the GROW Model granted by Performance Consultants International and the estate of Sir John Whitmore

To lead the coaching conversation

Say something like...

Set the scene

- Open warmly.
- Emphasize why this is a valuable area to develop.

*It's great to have this opportunity to develop your skills in [X].
This is important because...*

G: Set the goal

- Establish the aim of the coaching.
- This may be joint, or by you/the team member.

What is the aim?

R: Explore the reality

- Explore the reality, both the **obstacles** that might get in the way of the goal and the **drivers** that will help the person to succeed.
- Especially explore their:
 - Level of skill and experience
 - Level of motivation or "will"

*What skills and knowledge do you already have?
How motivated do you feel about this goal?
What else might help you, or be getting in the way?*

O: Explore options

- Explore choices for action.
- In more complex situations, use a "brainstorm" approach.
- Help your team member to see challenges as opportunities to learn.

*What choices do you have?
What are the advantages/disadvantages of each option?
What if you could overcome that obstacle?
What help can I give you?*

W: Confirm the way forward

- Confirm the plan: what will they take forward, when, and will they really undertake it?
- If they sound uncertain, go back over the earlier GRO steps to explore why.
- Summarize positively.

*Which option do you want to take forward?
What will be your first step?
When do you aim to complete the goal?
This will be great to get going.*

Following up

- Provide the support your team member needs.
- Create safe opportunities for them to try out new skills.
- Maintain their motivation and give feedback.