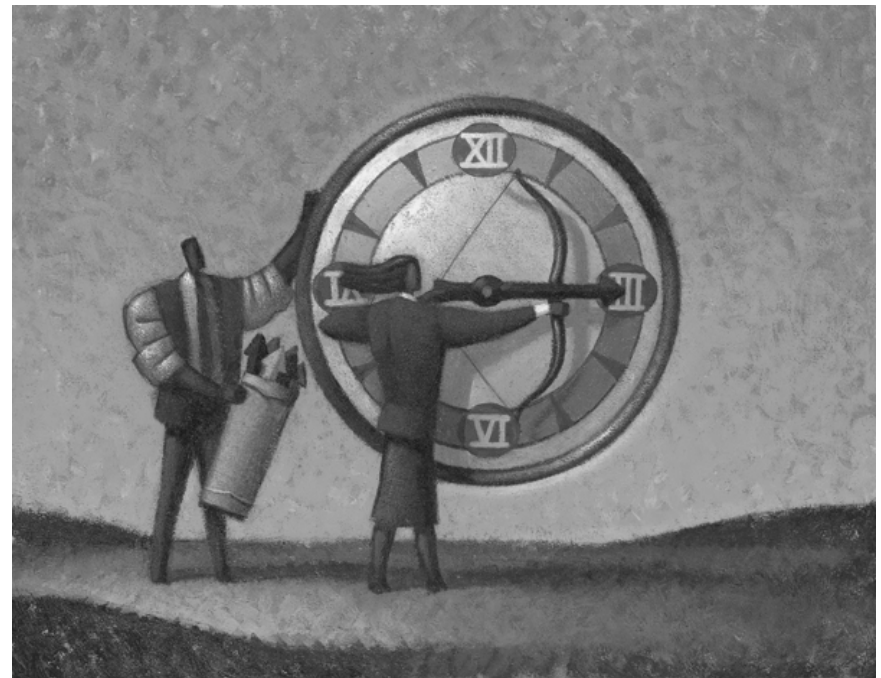


Welcome to

Coaching Skills for Leaders



Course Objectives

- Provide encouragement and moral support to motivate others
- Use positive feedback to reinforce good behavior
- Help employees learn from their mistakes
- Build a more loyal and committed workforce

Agenda

Introduction	35 minutes
Module 1: Observing Behavior as a Prelude to Coaching	45 minutes
Break	10 minutes
Module 2: Giving Effective Feedback	90 minutes
Lunch Break	30 minutes
Module 2: Giving Effective Feedback (cont'd)	15 minutes
Module 3: Guiding Others to Be Their Best	55 minutes
Module 4: Using Listening Skills as a Coaching Tool	10 minutes
Break	10 minutes
Module 4: Using Listening Skills as a Coaching Tool	45 minutes
Module 5: Coaching Others Through Problems	40 minutes
Conclusion	10 minutes

Definitions of a Coach

- Teach others what to do and how to do it
- Inspire or motivate people
- Provide encouragement and moral support
- Give lots of feedback
- Encourage people to continue improving

Negative Attention

- Make a lot of mistakes
- Come to work late
- Complain frequently
- Joke around
- Get sick frequently
- Blame others

Guidelines for Delivering Feedback

- Focus your feedback on behavior
- Describe the behavior factually and specifically
- Explore ideas and alternatives
- Choose a time and place

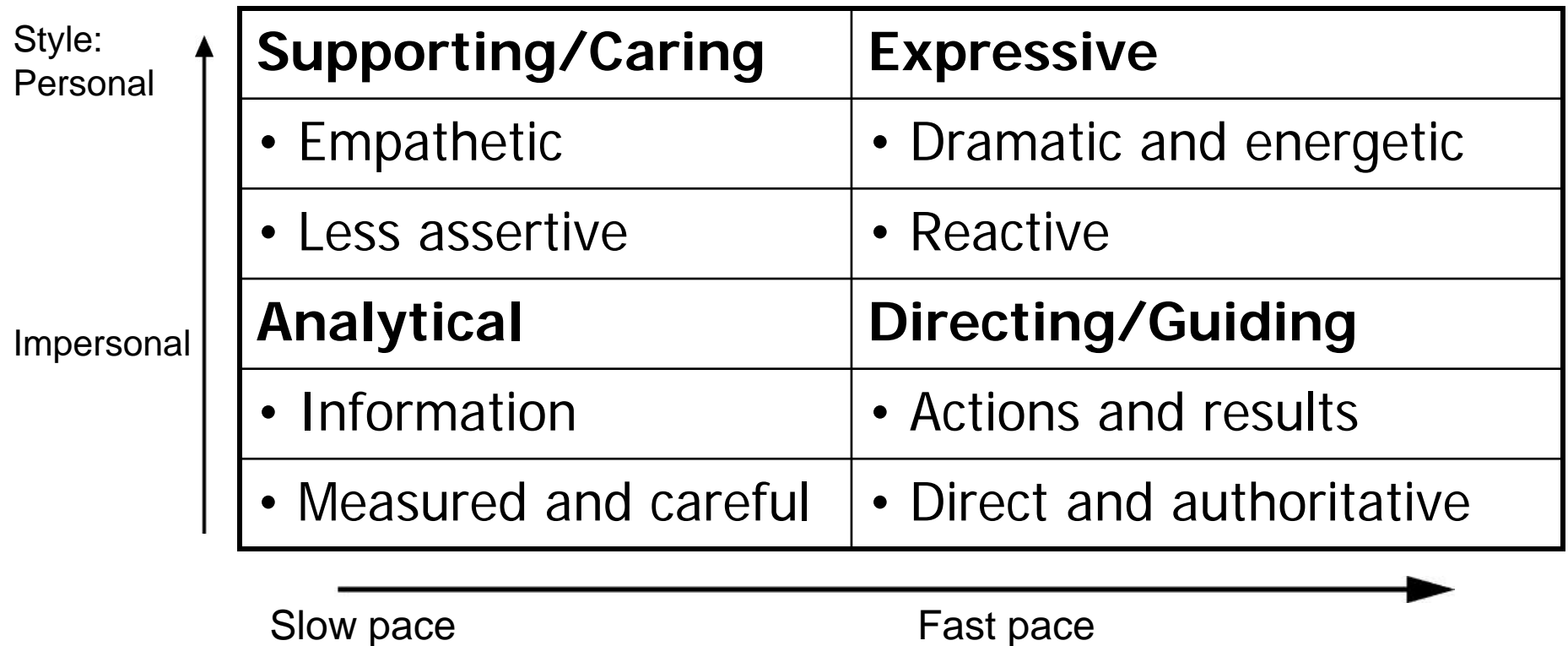
What Should I Say?

- Describe situation
- Get into pairs
- Provide a response to your partner's employee
- Discuss responses
- Write your response
- Practice saying it

Pacing to Create Rapport

- Speed
- Voice
- Facial expression
- Mood/emotion
- Appearance
- Posture/movements

Personality Styles



Four Steps to Effective Training

1. Tell them how to do it
2. Show them how to do it
3. Have them tell and show you how to do it
4. Have them do it

Learning Retention

	Told	Told & Shown	Told, Shown, Experienced
Recall after 3 weeks	70%	72%	85%
Recall after 3 months	10%	32%	65%

Phrases by a Visual Person

- Get the picture?
- Show me how this works.
- See what I mean?
- Look this over for me.
- Very good insight.

Phrases by an Auditory Person

- Hear what I'm saying?
- Sounds good to me.
- Tell me about your trip.
- I really enjoyed chatting with you.
- I need to talk it over with Ann.

Phrases by a Kinesthetic Person

- Do you grasp the concept?
- How does that fit for you?
- Run down the itinerary for me.
- Let's make that happen.
- Something doesn't feel right here.

Four Steps to Effective Training and Learning Styles

1. Tell them how to do it – *Auditory*
2. Show them how to do it – *Visual*
3. Have them tell and show you how to do it – *Auditory & Kinesthetic*
4. Have them do it – *Kinesthetic*

Five-Step Approach

1. Demonstrate respect
2. Share one of your own mistakes
3. Ask your first question
4. Ask your second question
5. Ask your final question

Common Listening Responses

1. Tell, command
2. Ask questions
3. Offer suggestions or help
4. Reassure, encourage
5. Preach, moralize, push beliefs

Common Listening Responses (cont'd)

- 6. Explain, give logical reasons
- 7. Use humor, sidetrack, withdraw
- 8. Agree, take sides
- 9. Apologize
- 10. Criticize, disagree, judge

Active Listening

- Attentive silence
- Attentive words and sounds
- Door openers or prompts
- Restate or paraphrase

Three-Step Process

1. Focus on the person as well as the problem
2. Offer information or ideas and evaluate
3. Agree together on the solution

Caring Confrontation

1. Create rapport
2. Describe the behavior
3. Describe the effects on you
4. Tell how you feel
5. Ask for what you want