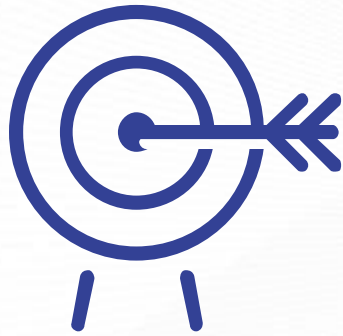


# Common Coaching Situations

Coaching is about fostering growth. A range of scenarios may occur during an ENGAGE conversation with your team members.



## Performance Conversations



## Development Conversations



## Difficult Conversations



# Performance Conversations



## Overview



- Performance conversations focus on **goals** and **how a team member can use their strengths**.
- Coaching should be **timely, specific, and actionable**. It can occur in the moment or during a check-in with the team member.







## Conversation Starters









1. What questions do you have about your role and how you can achieve your goals in this role?
2. How can I help you be successful?
3. What type of work do you love to do? What is your working style?



## DO'S

-  Give advice on **performance and behavior**
-  Clearly **state** and **agree on expectations**
-  Know the recipient's **strengths**
-  **Be Specific**
-  Provide a chance to **ask questions**
-  Have **conversations close to the event** or behavior (e.g. time-sensitive coaching)

## DO NOT'S

-  Offer coaching about **the person**
-  **Assign work without agreement**
-  **Give general, non-specific coaching** to the team member
-  **Only focus on constructive coaching** (notice what they do well too)
-  Use statements like **"always"** or **"never"**
-  **Only offer coaching via email**

# Development Conversations



## Overview



- Development conversations are future-focused and based on your team member's interests and career plans.
- These conversations help guide them so that they can achieve mastery in their current role or prepare for their next role.

## Conversation Starters



1. How have you been able to integrate your development goals into your work this month?
2. What work priorities do you have this month that will allow you to lean into your development goals?
3. What progress has been made in <key area> since we last spoke?
4. What are the roadblocks that may impact your opportunities for development?
5. How do you think we can mitigate those issues?
6. How can I personally help to clear the path?

# Difficult Conversations



## Overview



- **Difficult talks** focus on helping your team member **navigate performance challenges or other issues**. In some cases, the team member may be upset by your feedback.
- If delivered right, tough coaching can lead to performance improvement. To best deliver this coaching, you should **come prepared, maintain your composure, and be specific**.

## Conversation Starters



1. **What's getting in the way** of you being able to meet performance expectations?
2. **What can I do to assist** in ensuring you achieve your performance goals?
3. **What have you been doing** to address known issues?
4. What do you think are the **next steps in addressing** this issue?
5. From your perspective, **what outcomes** will signal improvement?