

# Leader Toolkit

## Coaching conversations



We are **INSPIRATIONAL** leaders.

We invest in our people to learn and grow.

### Why use this tool

Successful coaching is a shared conversation between a leader and an individual or a team that results in continuous improvement of performance and positive relationships.

As a leader, a key part of your role is coaching your team members through difficult situations, performance issues, learning new skills, or otherwise progressing in their role or career.

This tool is based on the **GROW** model - simple yet powerful framework for structuring a coaching or mentoring session, considering –

**Goal** – **Current Reality** – **Options** – **Will**

- **Goal** - Help your team member decide where they are going - their goal.
- **Current Reality** - Establish where they currently are - their current reality.
- **Options**- Explore different ways to achieve the goal - the options they have.
- **Will**- Ensure your team member is motivated and committed to achieving their goal.

### When to use this tool

Before and during coaching sessions with a team member.

### How to use this tool

1. Prepare for the conversation by reading through the **GROW** tool and jotting down prompts you could use in the conversation.
2. Take the **GROW** tool to the coaching session and work through the **GROW** steps with your team member, recording your decisions.

### Tips

- Coaching is **different to 'telling'**. Coaching requires interacting with and involving the individual or team.
- The two most important skills for a coach are the ability to **ask good questions, and effective listening**. Use the [Practise your listening skills](#) resource to tune up your listening skills.
- Don't ask closed questions that expect a yes/no answer. Ask open questions such as "What affect did that have?"
- Maintaining a **positive relationship** is essential to ensure that the individual's self-esteem is maintained and respect is shown in every coaching conversation.
- A great way to practice using the model is to consider your own challenges and issues. When you are 'stuck' with something, you can use the technique to **coach yourself**.

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Conversation with \_\_\_\_\_ on \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

<b>G</b>	<b>Agree...</b> <ul style="list-style-type: none"> <li>• the topic for discussion</li> <li>• the specific objectives</li> <li>• the SMART goals</li> </ul>	Record agreed goals – make sure they are clear, measurable and motivating.
<b>R</b>	<b>Explore...</b> <ul style="list-style-type: none"> <li>• Determine the 'real' current issue</li> <li>• Ask for self assessment</li> <li>• Offer specific examples</li> <li>• Focus on the real and relevant issues</li> <li>• Avoid or check assumptions</li> <li>• Disregard unrelated history</li> </ul>	Briefly describe the agreement you reach or the differences you have.
<b>O</b>	<b>Progress...</b> <ul style="list-style-type: none"> <li>• Brainstorm options but offer suggestions, carefully</li> <li>• Identify any obstacles and blind spots</li> <li>• Develop new perspectives - visualise what the 'new world' will look like after implementing the options</li> <li>• Ensure options are decided on and owned</li> </ul>	Record what you decide - the options, who owns them and possible obstacles.
<b>W</b>	<b>Plan actions...</b> <ul style="list-style-type: none"> <li>• Identify specific steps</li> <li>• Agree and establish means for support</li> <li>• Identify any obstacles and make alternate plans</li> <li>• Set activity completion times - make steps specific and agree timing</li> <li>• Commit to action - arrange follow up session and develop a coaching action plan</li> </ul>	Briefly record the main points of your coaching action plan

