



TEAM **LEADER** TOOLS

Learn and Coach Tool



Learn and Coach Tool

Overview

What and Why

Coaching is essential to team success in today's work environment. Team members are in the ideal position to coach each other - to build both motivation and ability in each other. The coach need not be the expert. The coach helps the other person see themselves more clearly and productively. The goal of a good team member coach is to help the other person succeed at their agreed upon role and expectations.

Learning and coaching go hand in hand.

How

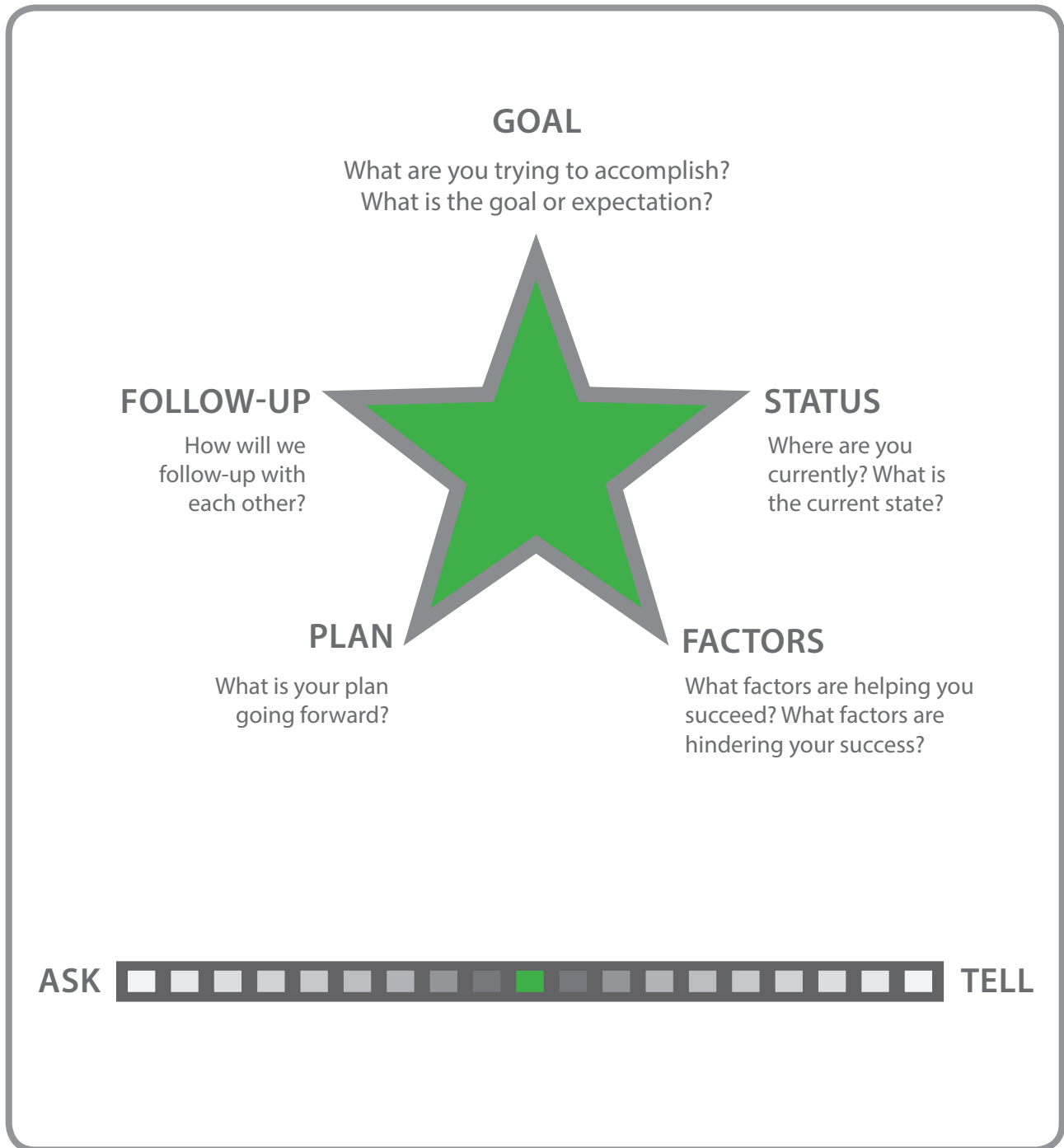
The following key actions can help your team develop good learning and coaching practices.

1. Use the Coaching Template, Coaching Roadmap, and Coaching Worksheet to help your team learn and establish a pattern for coaching within the team.
2. Help team members use the Coaching Template to hold focused coaching discussions with each other.
3. Help team members use the Coaching Roadmap to diagnose specific coaching situations and assess how well expectations are being met and why.
4. Help team members use the Coaching Worksheet to plan for specific coaching conversations with another team member.



Coaching

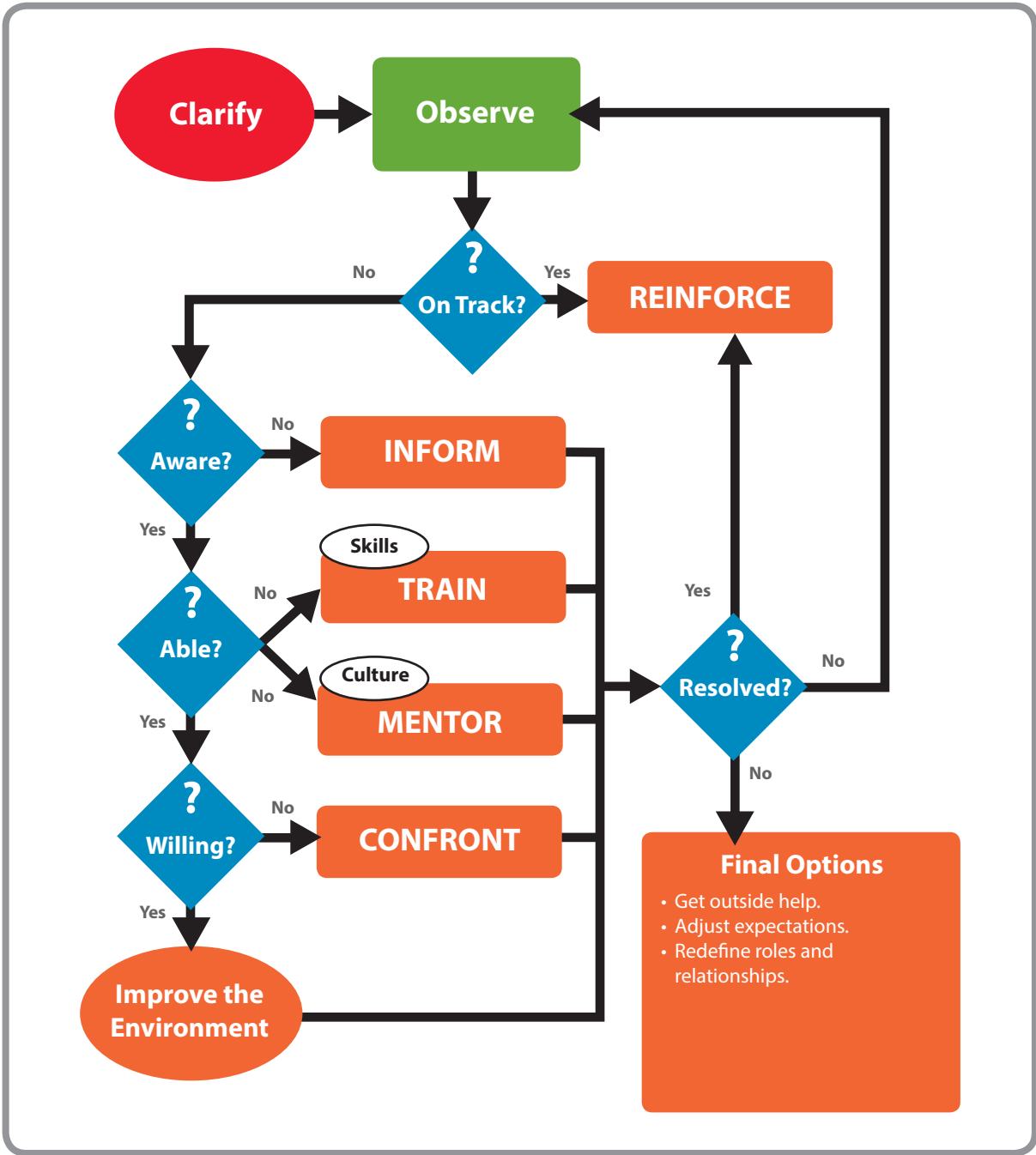
Discussion Template





Coaching Roadmap

CLARIFY **OBSERVE** **DIAGNOSE** **ADDRESS**





Coaching

Five Approaches

▼ OUTCOMES ▼

Reinforce	To acknowledge progress toward expectations, recognize desired behaviors, and encourage the team member to continue the desired performance.	<ul style="list-style-type: none"> • Expectations are met • New opportunities identified • Increased sense of appreciation and contribution • Commitment to continuous improvement
Inform	To make your team member aware of a gap between expectations and actual performance.	<ul style="list-style-type: none"> • Expectations are clarified • Open discussion of issue and causes • Personal insight into own feelings and behavior • Increased self-sufficiency and self-esteem
Train	To build the skill and/or knowledge of your team member so that they meet or exceed the expected level of performance.	<ul style="list-style-type: none"> • Increased ability to meet expectations • Motivation for continuous learning • Increased technical competence • Development of expert status • Positive attitude about learning
Mentor	To provide personalized, trusted direction to the team member about team, organizational, cultural, and political issues that could impact the team member's job and career.	<ul style="list-style-type: none"> • Increased team spirit • Political savvy developed • Self-management skills developed • Increased sensitivity to culture • Increased commitment to team goals and values
Confront	To firmly address issues with your team member when the primary cause of the problem appears to be a lack of willingness to meet expectations.	<ul style="list-style-type: none"> • Expectations clarified • Deficiencies identified and owned • Consequences clarified • Strategies established to improve • Commitment confirmed



Coaching

Worksheet

Step 1 Headwork

Define Situation	Desired Situation (Goal)	↔	Current Situation (Status)
Assess Key Factors	Helping Factors	↔	Hindering Factors
Approach	Which coaching type is needed? <input type="radio"/> Is performance on track? REINFORCE <input type="radio"/> Is the person aware? INFORM <input type="radio"/> Is the person able (skills)? TRAIN <input type="radio"/> Is the person able (culture)? MENTOR <input type="radio"/> Is the person willing? CONFRONT	↔	Timing Place Tone

Step 2 Engage

Tips

- Set the tone
- Clarify the purpose
- Establish the process
- Keep it focused, safe, productive

Purpose

Outcome

Step 3 Mutual Understanding

Tips

- Reclarify the purpose
- Inform (observation and impact)
- Explore (ask and listen)
- Use Star Points
- Summarize

My View

Their View

Step 4 Commitment to Action

Tips

- Gain closure on key points
- Transition to action planning
- Get commitment on key actions
- Set a follow-up date

Action Plan

Course of Action:		
What	Who	When
Follow-up Date:		

Step 5 Follow-Up

Tips

- Set a follow-up date.
- Provide support.
- Watch for and recognize desired performance.

Notes

