

One Point Lesson: Coaching for Success

Giving and Receiving Feedback

The root of the word feedback is the word 'feed'. Think about your role of giving feedback as a coach as a way to help nurture the other person.

Tips for Giving Feedback

- Be specific
- Share observed behavior
- Choose your wording (avoid judgment or negative language)
- Discuss perceived affect on the organization and coachee

Tips for Receiving Feedback

- Consider suggestions with an open mind
- Understand what is being said, ask for clarification if necessary
- Enjoy the opportunity to hear other's perceptions
- Say thank you

Coaching:

A formal or informal partnership with another for:

- Analysis,
- Reflection, and
- Action

The Effective Coach

- Asks open-ended questions and has an understanding of which questions to ask when.
- Understands that the key role of the coach is to help the coachee learn to solve his/her own problem.
- Comfortable with the process of listening to the response to help the coachee uncover what needs to change.
- Gathers information about the coachee's underlying needs and motivation.
- Connects with and understands the coachee's underlying beliefs.
- Clarifies your understanding of the situation being discussed.
- Helps the coachee clarify their goals and course of action to achieve them.

Qualities Necessary for an Effective Coaching Relationship

- Mutual trust
- Comfort with the ambiguity of the process—it is not linear
- Desire to understand motivations and change behavior
- Agreed upon measurement of success



Our New Coaching Credo



Our guiding principles:

- The other person can generate their own perfect solutions
- The other person is responsible for the results they create



Characteristic of my behavior:

- I work to surface the person's understanding and insight
- I support learning
- I encourage ownership
- I engage coachable moments when they occur, regardless the level



What I am actually doing:

- Purpose based questioning
- Actively listening
- Challenging interpretations



Some things I am giving up doing:

- Quickly offering solutions
- Displaying how knowledgeable I am
- Controlling the direction of conversations



Things I am making more important:

- Creating a context in which I can coach others
- On-going learning for others
- Leading by example for others

More Reading on the Topic of Coaching

Bacon, Terry R., *Adaptive Coaching: The Art and Practice of a Client-Centered Approach to Performance Improvement*, Davies-Black Publishing, 2003.

Flaherty, James, *Coaching : Evoking Excellence in Others*, Butterworth-Heinemann, [New York](#), [Shambhala Publications](#), 2005.

Whitworth, Laura, Kimsey-House, Karen, Kimsey-House, Henry, and Sandahl, Phillip, *Co-Active Coaching, 2nd Edition: New Skills for Coaching People Toward Success in Work and, Life*, Davies-Black Publishing, 1998.





Insight and Application

Thinking about your personal communication style and what you've learned about using open-ended questions in coaching, how can you use this information to help coach members of your team?

