



# A FIVE POINT FRAMEWORK FOR EFFECTIVE WORKPLACE COACHING

Effective coaching is one of the most powerful competencies you can possess as a leader. Professor Mark Cannon, Owen Graduate School of Management, Vanderbilt University, offers a 5-point framework for successful coaching.

*“Every executive can benefit from coaching. People are never good at seeing themselves as others see them and even Eric Schmidt, former Chairman & CEO of Google, accepted he needed a coach.”*



## 1. DEVELOP YOUR COACHING STYLE

There are many coaching styles but the directive “Do this, do that” style - perhaps appropriate to a football coach - will not work with executives. Develop instead a facilitative style, asking insightful questions to stimulate the client to think, reflect, observe themselves and learn from their own experience.



## 2. COACH WITH HIGH QUALITY CONVERSATIONS

Ask high quality questions based on well observed behavior and accurate information. Questions should be open ended allowing the client to provide new information. They should be about discovery and certainly not about picking holes.



## 3. THE GROW MODEL

Focus on the clients learning needs and not on what you know. Aim to transfer the commitment and responsibility for development to the client versus holding them yourself. A good way to set the right trajectory for a coaching engagement is to employ the G R O W model:

**GOAL** What do we want to achieve?

**REALITY** What is the context, the circumstances, that will inform the process?

**OPTIONS** How might we move from Reality to Goal?

**WAY FORWARD** What actions shall we take and how shall we ensure accountability?





#### 4. HAVE A FEEDBACK MINDSET

- 1 **Feedback is in itself a key management skill** and is essential for successful coaching. Well-thought-out feedback helps the client understand what to start doing, what to continue doing, and what to stop doing - **and is the motivator for continued development.**

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- 2 As a rule, you should aim to give **three positive pieces of feedback for every negative piece of feedback.** Constructive feedback is about observing behaviors, describing their impact, and suggesting improvements.

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- 3 **Beware of flawed feedback.** We can tend to be overconfident in our assessments and to the extent other people share our conclusions. Our feedback can also lack specificity – assuming what we observe is obvious to all when it may only be obvious to us. **It is important that in giving feedback we enter a dialogue based on specifics to ensure the client understands what they need to know.**



#### 5. HELP BUILD A CULTURE

Building a culture of developmental coaching that supports career long executive development can be a catalyst to build your team’s skills, address shortcomings and develop leadership capability at all levels. Crucially, you don’t need previous training. Increasingly, line-managers are taking a coaching role. The way to successful coaching is through practice and experience.

### TIME FOR YOU TO REFLECT

Think of someone in your team you might coach.

List three key questions you might ask to get an accurate idea of his or her learning needs?

- 1.
- 2.
- 3.

Is giving feedback a part of your management practice? Think of 3 positive and 1 negative pieces of feedback you might give to the team member you identified in the first question.

- 1.
- 2.
- 3.
- 4.