



## COACHING TO EMPOWER

→ DISCOVER THE POWER OF COACHING  
TO ENGAGE AND DEVELOP YOUR TEAM.



**Instructions:** The following is an assessment that identifies many skills and behaviors required to be an effective coaching leader. Please read each statement and identify how often you exhibit the behavior.

1=Never 2=Infrequently 3=Sometimes 4=Frequently 5=Always

COACHING SKILLS & BEHAVIORS FOR MANAGERS	1 - 5
<p><b>1. Listening:</b> I focus and listen attentively to another person regardless of the topic.</p>	
<p><b>2. Summarizing &amp; Checking-in:</b> I summarize another's message (content + feelings) to show that I understand the meaning of the message.</p>	
<p><b>3. Reflection:</b> I encourage the practice of reflection by asking intentional, open-ended questions that prompt others to think through their situation from many perspectives.</p>	
<p><b>4. Empathy:</b> I recognize and verbally acknowledge another's feelings, considering what it would be like to be in their current situation. I am able to feel "with" others.</p>	
<p><b>5. Perspective-Taking:</b> I seek to understand others' thoughts, feelings, experiences, and perspectives, especially when they are different from my own.</p>	
<p><b>6. Acceptance:</b> I accept people for who they are, without the need to change them.</p>	

COACHING SKILLS & BEHAVIORS FOR MANAGERS	1 - 5
<p><b>7. Judgement:</b> I do not judge (make bad/hold in contempt) another's beliefs, thoughts, feelings, decisions, actions, experiences, opinions, perspectives, etc.</p>	
<p><b>8. Psychological Safety:</b> I use my words, tone, and non-verbal body language to help others feel comfortable and safe in their environment.</p>	
<p><b>9. Clarity in Communication:</b> I take the time to think through, intentionally and clearly communicating in both verbal and written formats.</p>	
<p><b>10. Optimism:</b> I can see the possibilities even in a challenging situation.</p>	
<p><b>11. Goal Setting:</b> I co-create goals with my direct reports.</p>	
<p><b>12. Internal Self-Awareness:</b> I seek to be aware of my beliefs, thoughts, feelings, decisions, actions, patterns of behavior, preferences, and results.</p>	
<p><b>13. External Self-Awareness:</b> I seek to be aware of how my beliefs, thoughts, feelings, decisions, actions, patterns of behavior, preferences, and results impact others.</p>	

## COACHING SKILLS & BEHAVIORS FOR MANAGERS

1 - 5

**14. Neutrality:** I stay neutral as I work through a coaching conversation; I do not agree or disagree with their thoughts/ideas/perspectives, and do not take on someone's issue as my own.

**15. Results-Oriented:** I am committed to helping others grow as well as driving toward strong business outcomes.

**16. Growth Mindset:** I look at each situation as an opportunity for learning and growth for myself and others.

**CAN YOU THINK OF OTHERS WE'VE MISSED? LIST THEM BELOW.**

After reviewing your assessment, what do you do well? What would you like to work on?

**DOING WELL:**

**NEED TO WORK ON:**

# COACHING TO EMPOWER

## THE MODEL



**Step 1**

**Listen** to identify the problem



**Step 2**

**Ask** to clarify the goal



**Step 3**

**Discover** the current state.



**Step 4**

**Decide** whether to give input.



**Step 5**

**Summarize** next steps.

**Aim:** Practice Steps 1 & 2 (**Listen to Identify the Problem & Ask to Clarify the Goal**)

### Instructions:

- ▶ In your group of three, decide who wants to go first in each role (you'll all have a turn in each role)
- ▶ Each practice session will take 7-8 minutes (5-6 minutes for conversation; 2 minutes for Debrief).

### Roles & Responsibilities:

**Coachee:** Share your problem with the coach and respond honestly to their coaching.

**Coach:** Practice steps 1 & 2 of the model. Remember to use great listening skills!

**Observer:**

- ▶ DURING: Keep track of time
- ▶ DURING: Observe the entire interaction
- ▶ DURING: Note any important points
- ▶ AFTER: Complete **Observer Checklist** (P.T.O)
- ▶ AFTER: Facilitate **Debrief** and capture **Feedback** for the Coach (yours and others) (P.T.O)

# TRIAD ACTIVITY

## OBSERVER CHECKLIST

After the Practice, Observer to take a minute to identify whether the Coach did or did not do the below behaviors during the conversation (YES/NO):

**COACH'S NAME:**

LISTENING BEHAVIORS	YES	NO
▶ Physically paid attention	<input type="checkbox"/>	<input type="checkbox"/>
▶ Identified & acknowledged both content & feelings	<input type="checkbox"/>	<input type="checkbox"/>
▶ Listened without interrupting	<input type="checkbox"/>	<input type="checkbox"/>
▶ Refrained from making assumptions & jumping to problem-solving	<input type="checkbox"/>	<input type="checkbox"/>

COACHING TO EMPOWER STEPS 1 & 2	YES	NO
▶ Identified the problem (waited for coachee to say "yes!")	<input type="checkbox"/>	<input type="checkbox"/>
▶ Asked the Coachee for their goal	<input type="checkbox"/>	<input type="checkbox"/>
▶ Summarized the problem & goal	<input type="checkbox"/>	<input type="checkbox"/>

## TRIAD ACTIVITY

## DEBRIEF & FEEDBACK

Observer to facilitate the Debrief by asking these questions & writing up the notes below (adding any of their own additional observations too):

- ▶ Ask the Coach, “What went well?” and “What could have been better?”
- ▶ Ask the Coachee, “What did the Coach do well?” and “What could the Coach have done better?”
- ▶ Share your feedback verbally if you have additional thoughts.

### DID WELL:

### IMPROVE NEXT TIME:

**Aim:** Practice Steps 3 - 5 (**Discover current state, Decide whether to give input, summarize next steps & identify a time for follow-up**)

### Instructions:

- ▶ In your same group of three, decide who wants to go first in each role (you'll all have a turn in each role)
- ▶ Each practice session will take 12 minutes (9-10 minutes for conversation; 2-3 minutes for debrief).

### Roles & Responsibilities:

**Coachee:** Begin by restating the problem and the goal from part 1 of the activity. Allow the coach to practice respond honestly to his/her coaching.

**Coach:** Practice Steps 3 – 5 of the model. Remember to use great listening skills!

**Observer:**

- ▶ DURING: Keep track of time
- ▶ DURING: Observe the entire interaction
- ▶ DURING: Note any important points
- ▶ AFTER: Complete **Observer Checklist** (P.T.O)
- ▶ AFTER: Facilitate **Debrief** and capture **Feedback** for the Coach (yours and others) (P.T.O)

After the Practice, Observer to take a minute to identify whether the Coach did or did not do the below behaviors during the conversation (YES/NO):

**COACH'S NAME:**

LISTENING BEHAVIORS	YES	NO
▶ Physically paid attention	<input type="checkbox"/>	<input type="checkbox"/>
▶ Identified & acknowledged both content & feelings	<input type="checkbox"/>	<input type="checkbox"/>
▶ Listened without interrupting	<input type="checkbox"/>	<input type="checkbox"/>
▶ Refrained from making assumptions & jumping to problem-solving	<input type="checkbox"/>	<input type="checkbox"/>

COACHING TO EMPOWER STEPS 3 - 5	YES	NO
▶ Asked the Coachee what they'd tried so far to solve the problem.	<input type="checkbox"/>	<input type="checkbox"/>
▶ Asked what happened and discussed what worked/didn't work about that solution.	<input type="checkbox"/>	<input type="checkbox"/>
▶ Continued to ask until the Coachee said they hadn't done anything else.	<input type="checkbox"/>	<input type="checkbox"/>
▶ Asked for additional ideas. Discussed the possible outcomes for each.	<input type="checkbox"/>	<input type="checkbox"/>
▶ Exhausted all the Coachee's ideas.	<input type="checkbox"/>	<input type="checkbox"/>
▶ Asked for permission before sharing ideas.	<input type="checkbox"/>	<input type="checkbox"/>
▶ If idea(s) shared, asked for Coachee's thoughts about the ideas.	<input type="checkbox"/>	<input type="checkbox"/>
▶ Summarized the Coachee's decision(s) about how to address the problem.	<input type="checkbox"/>	<input type="checkbox"/>
▶ Established a follow-up date/time (if necessary)	<input type="checkbox"/>	<input type="checkbox"/>

## TRIAD ACTIVITY

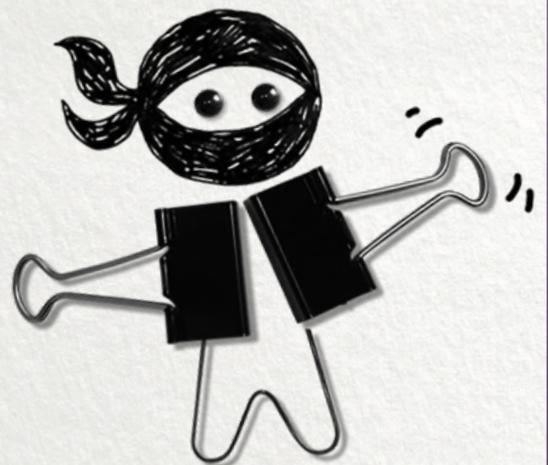
### DEBRIEF & FEEDBACK - TAKE 2

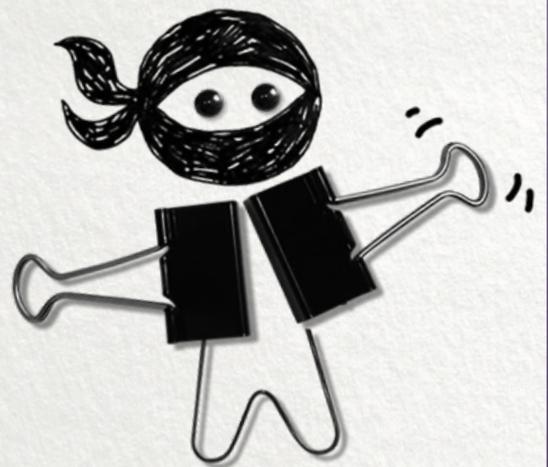
Observer to facilitate the Debrief by asking these questions & writing up the notes below (adding any of their own additional observations too):

- ▶ Ask the Coach, “What went well?” and “What could have been better?”
- ▶ Ask the Coachee, “What did the Coach do well?” and “What could the Coach have done better?”
- ▶ Share your feedback verbally if you have additional thoughts.

#### DID WELL:

#### IMPROVE NEXT TIME:





## WHAT'S NEXT?



Head over to the **Productivity Ninja Academy** from today, where you'll find your slide deck and this workbook to help cement your new and improved coaching skills. (You'll gain access as soon as you complete your Survey at the end of this Workshop).



Deep dive into Graham's "**How to be a Productivity Ninja**" book for more essential core skills (your eCopy is waiting for you in the Academy).



Start **practicing** your new **Coaching to Empower** skills right away! After each conversation, evaluate what you did well & what you could do better each time. It can help to start by choosing someone who tends to ask a lot of questions (that they can answer) or someone who comes to you with many problems (and no solutions).



Feel free to **share any useful approaches with your team**, so you're all talking the same language when it comes to supporting each other.



Last but not least, find a way to celebrate your **Coaching to Empower** successes!

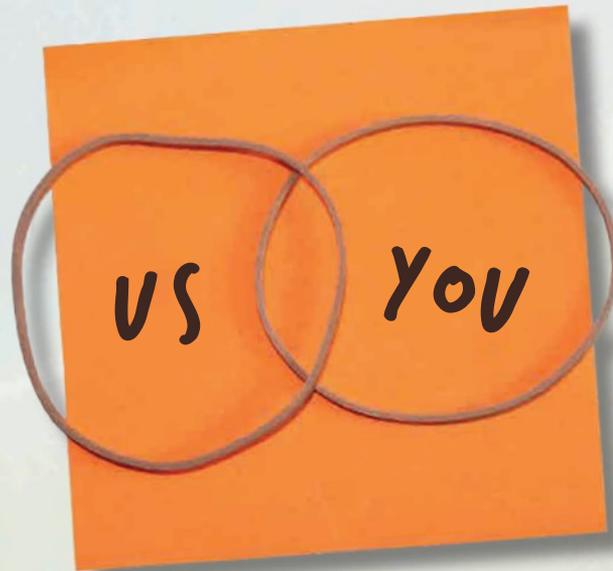


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YOU'VE got THIS!

THE THINK PRODUCTIVE TEAM!





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