

Step-by-Step Guide to Coaching

Although there are a variety of ways to manage the coaching relationship, here are a few ideas that I've gathered from a variety of sources to help ensure success on your journey!

Build rapport and develop your relationship. Make it a point to learn about your coachee throughout the process. A good deal of your success as a coach hinges on your ability develop solid, trusting relationships with those that you coach.

This step is especially important when the coaching session is a response to poor performance--it's not as important in other situations.

Find out what they already know. There's little use in telling your coachee what they already know. Remember, prior knowledge serves as the foundation for new knowledge that's acquired. Link learning activities to what they already know and correct any misconceptions that could interfere with their learning.

Get agreement on what you will be working on. Work together to define the area for development or improvement.

If the coaching is in response to a performance issue, get the employee to recognize the consequences of not changing his or her behavior. To do this, you must specify the behavior and clarify the consequences.

Present information or demonstrate work methods. During coaching sessions, you will do this over and over. Possible methods to employ during coaching: presenting training, having pointed conversations, reading together and reflecting (books, articles, etc.)

Repeat. Repetition enhances understanding and retention.

Evaluate learning and progress. Test whether the employee understands the information or can perform the skill. To evaluate, you can: observe, ask, review their work and confirm.

Provide feedback and assessment. Share your observations and assessments with the employee directly. Let the employee know what they have successfully learned and what they still need to learn.

Correct. Show and discuss the "right answers" or methods again.

Evaluate performance on the job. Periodically check to see whether the employee is using the knowledge or skills effectively on the job. Ask them for examples.

Reward. Provide praise or other rewards for successful acquisition and use of the knowledge or skill. Ask them to train or coach another employee.