

POSSIBLY THE SHORTEST COACHING MANUAL FOR MANAGERS EVER

*A Quick Reference Guide to the building blocks that underpin
influencing the behaviour and performance of your people*

I'M SORRY THIS BOOK HAS BEEN SO LONG IN COMING, IT TOOK
20 YEARS TO WRITE A SHORT ONE

CONTEXT AND PURPOSE

The purpose of this Quick Reference Guide is to provide exactly that, quick reference. **Fast access to the building blocks that underpin influencing what your people do - because it's what they do, consistently, that makes the difference.**

If you think coaching is fluffy and means investing more time, think again. Applied in context - during a simple conversation or any kind of review - coaching is both collaborative and candid. Resulting in more of your people owning their actions and performance, not you.

Whenever you and your team face a challenge or want to grasp an opportunity, this is your 'Cardboard Coach' to give you a common language and simple frameworks to coach, review, plan and exchange ideas.

It is based on applying four coaching mindsets to influencing behaviour..

CORE COACHING MINDSETS FOR INFLUENCING BEHAVIOUR AND PERFORMANCE

1. AGILITY

Adapting to People and Situations

2. READINESS

Getting Set for Success

3. CURIOSITY

Listening, Questioning and Understanding

4. AWARENESS

Spotting and Acting on Signals

Behind each mindset sits a skill. For each skill this guide gives a model on which each skill can be developed and refreshed.

WHAT INFLUENCES BEHAVIOUR AND PERFORMANCE

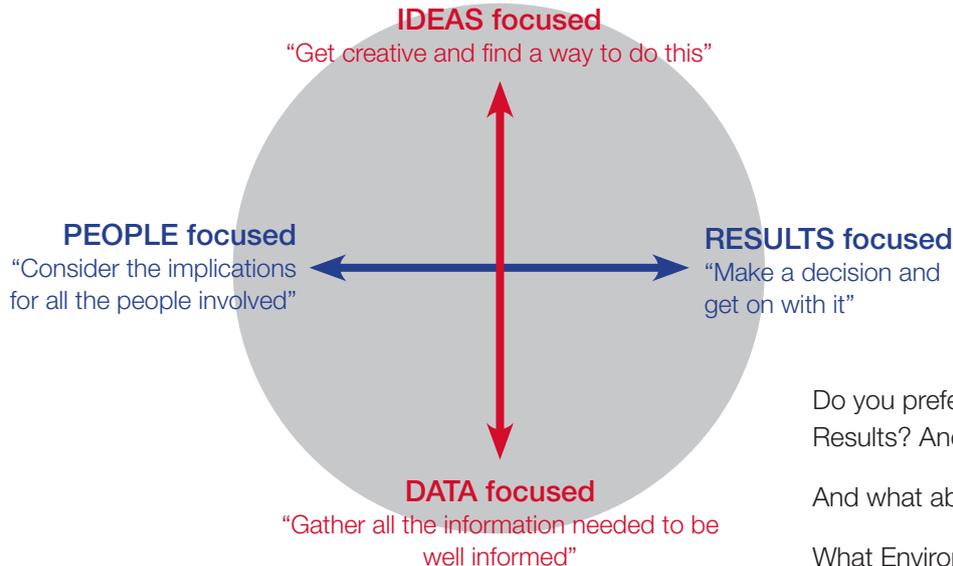


Based on Lewin's equation, $B = f(P, E)$. Behaviour is a function of the Person and the Environment. Just telling people what to do doesn't work and we can't change a person but everything we do and say does influence the Environment and thus Behaviour.

Adapting to People and Situations

AGILITY : READINESS : CURIOSITY : AWARENESS

ENVIRONMENT AND PREFERENCES



Do you prefer to focus on People or Results? And Ideas or Data?

And what about your team member?

What Environment do your preferences create for your team member?

Agility comes from being able to focus on all four (People, Ideas, Results and Data) as needed.

Adapting to People and Situations

AGILITY : READINESS : CURIOSITY : AWARENESS

GROW - A PROVEN FRAMEWORK

GOAL

Frame Discussion:

- Establish what outcome would make this conversation/meeting productive for your team member
- Agree mutual goals

REALITY

Discovery and Exploration:

1. Their perspective and motivation
 - ➔ Reality Check (*This may be useful, see next page*)
2. Understanding the whole picture
 - ➔ Use the Art of Conversation (*page 7*) and be alert to GIFTs (*page 8*)

OPTIONS

Explore Options and Alternatives:

- Ask for, and prompt, their ideas first
- Ask if they would like some ideas from you (if appropriate)

WILL

Agree Actions:

- Mutually agree an action plan - specific and timebound
- Check for Willingness (*see GIFTs page 8*)

GROW - from "Coaching for Performance" by John Whitmore

A framework that can be applied to coaching, planning, problem solving, structuring a meeting, reviewing and appraisals

Get Set for Success

AGILITY : READINESS : CURIOSITY : AWARENESS

REALITY CHECK - YOUR **TEAM MEMBER'S** PERSPECTIVE*

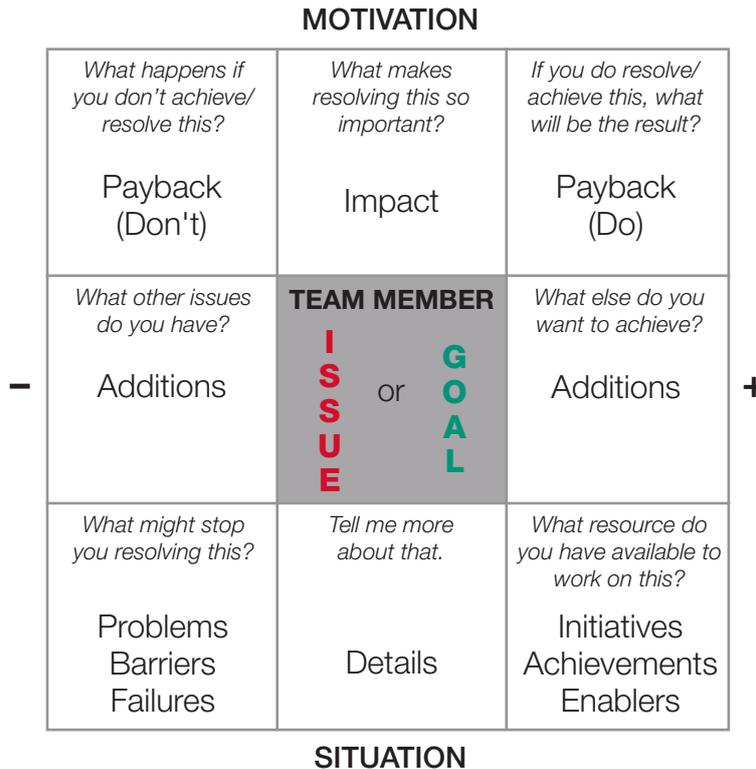
- What does your team member want to achieve? **(their goal)**
- Why is it important to them, and why now? **(their motivation)**
- What are their key issues and challenges?

**So important, it got it's own page and framework!*

Listening, Questioning and Understanding

AGILITY : READINESS : **CURIOSITY** : AWARENESS

THE ART OF CONVERSATION



The conversation starts in the centre when a team member states they have an issue or goal.

To understand the whole picture, this framework can be used as a guide for the type of questions you could ask.

But most important is the right mindset - **CURIOSITY**. Listening to the responses the team member gives and asking the next question with a genuine desire to understand.

Listening, Questioning and Understanding

AGILITY : READINESS : CURIOUSITY : AWARENESS

BE ALERT TO GIFTS

G RASP

Once you've spotted a signal do something about it.
"I'm sensing this is not top of your priority list."

I NVESTIGATE

Use The Art of Conversation to understand more fully what's going on.
"What is the reason behind that?"

Summarise back your understanding

F ORMULATE

Explore options with the team member and find a solution that works for you both.

T RIAL CLOSE

Check their level of commitment to the proposed solution or actions and to working together to do what is needed.

When communicating people give us signals all the time - think of these signals as gifts. If we acknowledge and act on them it's like accepting a gift. If we don't, we are saying a subconscious "no thank you" to their gift.

Spotting and Acting on Signals

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AGILITY : READINESS : CURIOSITY : AWARENESS