

# 3 Spires learning

## *3 Spires “Light” Learning Team Leader Toolkit - Employee Engagement*



## *Managing Performance – Coaching For High Performance*

*“Developing Tomorrows Leaders”*

# Managing Performance

## *“Coaching For High Performance”*

### How To Use This Toolkit

Different team leaders are at different stages and this toolkit provides a basic guide from which team leaders can pick and choose topics they need support on.

Working successfully in teams does not necessarily come naturally to many of us; it is an acquired skill in need of guidance and support.

This toolkit provides practical hints and tips on areas such as team leadership, performance and communication.

It aims to aid managers when they are looking for practical ideas on how to address issues raised in everyday situations.

Each section covers the following areas:

1. Using this section
2. Practical hints and tips
3. Comments from top scoring managers
4. Questions for you

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## Using This Section

There is a difference between development and training.

Training tends to be skills acquisition via some form of programme. Training is generally a very efficient way of getting large groups of people up to a certain standard of competency.

By comparison, development is self-driven with managers acting as coaches, role models and mentors.

## Practical Hints And Tips

A key to development is understanding of self.

Great managers '*open the door*' for their people in terms of self understanding and encourage them to play to their strengths instead of focusing all their energies on '*fixing*' weaknesses.

The best developers of people act like the best sports coaches - identifying potential, nurturing talent and getting people in the right position to succeed. They are not frightened by the fact that many members of their team may be '*better*' at something than they are.

The '*Employee Opinion Survey*' shows that our best managers support those who want to progress and recognise those who are happy in their current roles.

In addition, our best managers stress that an individual's development has to be owned by that individual. They support and guide their people and ensure they understand and use the resources both within the team and through the resources and support provided by the Learning and Development team.

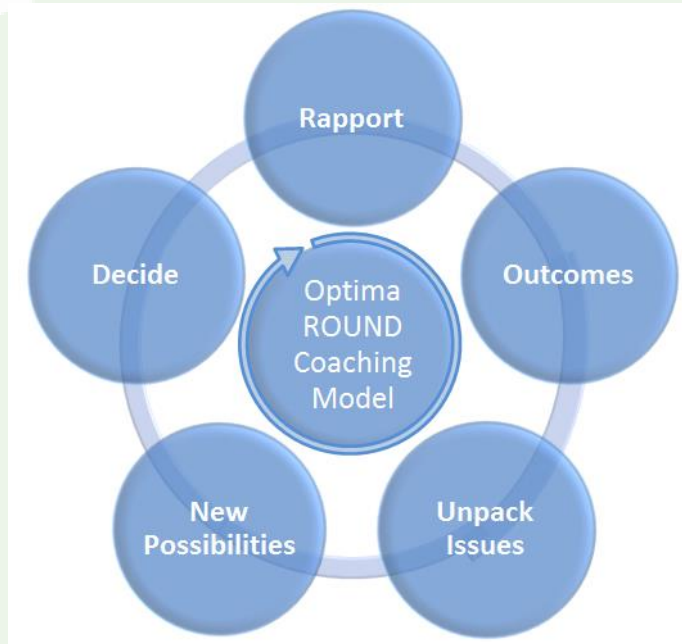
**Coaching** is a process by which a team leader discusses, questions and guides activities to help a team member do a task better than would otherwise have been the case.

It helps to achieve both performance improvement and individual development. It deals with the knowledge, skills, competence and confidence needed to perform specific responsibilities and tasks in real work situations.

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There are many models that describe process for effective coaching. These include GROW (Goals, Reality, Options, Way forward) and the ROUND model, illustrated below:



### Rapport

#### ***Samples Questions To Build Rapport:***

- “Hi. How are you?”
- “How have you been getting on? How was your journey?...”
- “What's the best thing that happened this month?”

### Outcome

#### ***Samples Questions To Agree Required Outcomes:***

- “How long have you got? How long do we need?”
- “What I'd like from this conversation is XX...”
- “My ultimate aim/overall outcome is YY.
- “What outcome would you like?”

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- “What is your ultimate aim/overall outcome?”
- “What aspect of that would you like to look at?”
- “So if we focus on that, would that be useful?”

### **Unpacking The Issue**

#### ***This Involves:***

- Clarifying the issues.
- Determining facts.
- Challenging assumptions.
- Increasing awareness.

#### ***Sample Questions To Clarify Issues And Determine Facts:***

- *“How is it a problem?”*
- *“What is happening at the moment?”*
- *“What have you done about it so far?”*
- *“What/Where/When/Why/Which specifically?”*

#### ***Sample Questions To Challenge Assumptions And Increase Awareness:***

- *“How do you know, specifically?”*
- *“How are you interpreting this?”*
- *“Why's this important to you?”*

### **New Possibilities**

#### ***This Involves:***

- Identifying options for change.
- Exploring consequences.
- Moving to action and commitment to action.
- Creating desire and encourage personal ownership.

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### **Sample Questions To Explore New Possibilities:**

- *“What do you want to create?”*
- *“What alternatives are there?/What if there was another way?”*
- *“What could you do to change the situation?”*
- *“How would you know you had been successful?”*
- *“What if you knew the answer?”*

### **Sample Questions To Explore Consequences:**

- *“What will happen if you do this?”*
- *“What will happen if you don't?”*
- *“What won't happen if you do this?”*
- *“What won't happen if you don't this?”*

### **Sample Questions To Create Desire:**

- *“What would be possible if you achieved that?”*
- *“What's the ultimate intention?”*
- *“How could that make a difference?”*

### **Sample Questions To Move To Action And Gain Commitment:**

- *“What needs to be done to ensure that this happens?”*
- *“What are the key milestones?”*
- *“What ways could you measure success?”*
- *“When can we get together to review progress?”*

### **Details**

#### **Sample Questions To Finalise Details:**

- *“So you're ready to do X by (date/time) Y?”*
- *“How ready are you to do this?”*
- *“When shall we meet again to review?”*

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***"Put the onus on them, they should be proactive and drive their own development."***

***"Use champions to carry out training - this works well as colleagues are trained by their peers."***

***"Evaluate needs before training then evaluate the benefits of the course - this should result in equal or greater return."***

### **Questions For You**

1. Do you ask each person what would help their development and what gets in their way?
2. How do you recognise, celebrate and communicate the successes of your people?
3. After your team attends training do you provide an opportunity for them to apply and build on what they have learned?

### ***Hint***

- ***Don't spoon feed options or consequences - encourage people to think for themselves***

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