

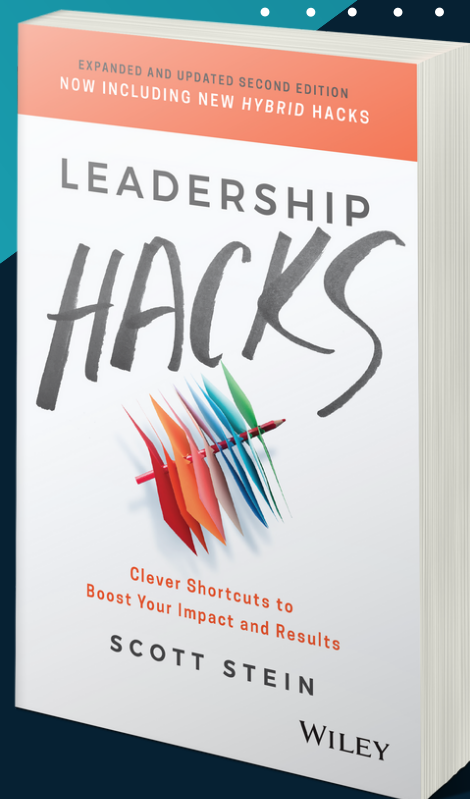
Scott Stein

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COACHING HACKS RESOURCE

Why does coaching work?

Discover useful tips and hacks that can deepen your working relationship with your staff as well as assist them in their ongoing development.



MINDSET



PERFORMANCE



CAREER DEVELOPMENT

COACHING HACKS RESOURCE

Why does coaching
work?



One important skill all leaders should possess is the ability to coach their staff. The challenge is finding the time, given how busy most leaders are with competing priorities pulling them in multiple directions.

Coaching is about a leader providing feedback to someone about their performance. Coaching on individual performance can involve discussing areas of weakness, skills development, behavioural development or, in many instances, career development.

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Why does coaching work?



There are a number of reasons why coaching is a powerful tool for leaders to use with their staff.

- Individual focus & tailored individual skills. By taking the time to work one on one with an individual the importance and focus is on them, unlike in group training programs, which are generic.
- Accountability. Coaching provides a powerful accountability process, as the leader will continually follow up to get progress updates as well as provide guidance along the way.
- Constructive feedback. Leaders who effectively coach their direct reports will often provide feedback as to the current limitation or address mistakes that they have been making.

These are some of the main reasons why coaching works. Many leaders know this intuitively; the challenge is making the time to coach an individual as well as how to coach them in a shorter amount of time and being clear on why they need coaching.

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Reasons for coaching staff

There are several reasons why leaders should coach their staff. It's difficult to clarify what each individual coaching session should focus on because of the hundreds, if not thousands, of possible variables. However, there are 3 main reasons why leaders should coach their staff.



1 Expands Mindset: Individual needs to look at something in a new way to open their mind



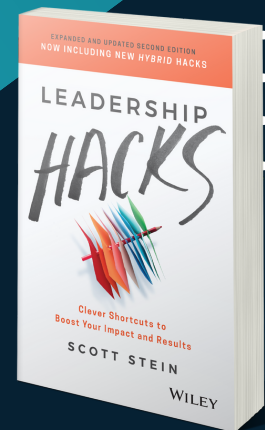
2 a) Behavioural/approach - the way they are doing things negatively affecting others
b) Capability/skills - they don't know how to complete a task in the most effective or efficient way



3 Opportunity to develop skills to assist staff in future roles

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Reasons for coaching staff



MINDSET

There are times when a leader may need to shift the mindset of a direct report - maybe to open their mind to new possibilities or approaches, or to shift their mindset around a particular situation or view.

PERFORMANCE Coaching may be need to address a person's performance. Performance issues general fall into two categories:

1. Behavioural or Approach issues are often about how people approach tasks. Some people are not aware of the impact their performance has on others.
2. Capability or Skills Issues relate to a person's current skill level when performing a particular task. It may be that they lack a specific skill because they weren't trained properly or they may know how to demonstrate the skills, but may not perform it consistently.

CAREER DEVELOPMENT

Many leaders also use coaching as a tool for career development. Rather than waiting for the annual performance review, they take the time to coach their staff towards future roles, including the skills needed and the tasks they would need to take on.

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Critical coaching components



MOTIVATION - 'WHY'

One of the most important components of coaching is the 'why'. This involves the mindset and motivational influencers that all human beings have. From a coaching perspective, a leader needs to start with the 'why': why would this person want to take this action or improve their approach?

GOALS - 'WHAT'

The other key ingredient of coaching is the ability of leaders to work with staff to identify the goals they want to accomplish. These goals can be part of a large strategic initiative or they can be small skill improvements that staff may need to make to improve their approach.

ACTION - 'HOW'

The challenge for many leaders is to not just tell their staff exactly what they need to do differently but also to assist them in identifying the specific steps they need to take. The art of coaching is about having the ability to ask questions that guide staff to gain insights about what they need to change or start doing.

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Scott Stein has helped thousands of leaders around the world. As author of *Leadership Hacks: Clever Strategies to Boost Your Impact and Results*, he is considered the global authority on implementing fast track leadership strategies that get results.

Scott is a Certified Virtual Presenter with E-Speakers. He is a leading international speaker and an expert on leadership and influence who helps many of the world's best known brands and government agencies to mobilise their leaders and their people.

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