

Forward Thinking and Planning

One of the key ways you can have a positive impact on your team and the organization is by operating more as a “Coach” than a “Manager.” A study conducted [by Bersin & Associates](#) showed that organizations with senior leaders who coach effectively and frequently improve their business results by 21% as compared to those who never coach.

Shifting from Supervisor to Coach	
What it is NOT	What it IS
<ul style="list-style-type: none"> It is <i>not</i> therapy! It does <i>not</i> focus on the past It is <i>not</i> about competition against others 	<ul style="list-style-type: none"> Deals with the future Creates a future in keeping with a person’s vision and goals Includes teamwork, going for the goal and being your best Focuses on strengthening skills and unlocking one’s potential

The Role of a Coach	
Who is the COACH?	Who is the CLIENT?
<ul style="list-style-type: none"> Supervisor (You!) HR Partner Trained supervisor or colleague trained in how to coach effectively Professional coach outside the organization 	<ul style="list-style-type: none"> Anyone looking or needing to make improvements in their performance. Anyone looking to develop professionally. Anyone needing to talk through a specific situation at work.

There are numerous advantages for supervisors who make an effort to coach their employees, including the following four value-added skills:

- Employee Motivation: Sharing the intent and purpose** behind the coaching process— i.e. accomplishments, growth, strategic planning.
- Leadership:** Encouraging employees to complete a **self-assessment** so conversations becomes a **meaningful two way discussion** and spend more time looking to the future.
- Strategic Planning: Translating vision** into realistic business strategies and goals/objectives.
- Change Management: Listening to employee’s point of view and asking questions** that gain insight and data to assess where they need support, improved processes, added resources.

The ATD COACH Model

The Association for Talent Development outlines a four-step coaching model that provides a simple framework to guide you as you become a coach to your employees and peers. COACH is broken down into four steps:

C Current Situation

In this first stage of coaching, assess, describe, and explore the relevant data, feedback and *employees perceptions* on the topic at hand. The emphasis is on *gaining mutual understanding of the current reality* as it is perceived by the employee and others. Getting mutual clarity on the current situation is necessary to establish clear objectives for development (step two).

O Objectives

In this second stage, describe *coaching goals, desired results, and measurable objectives*. Objectives may take into account individual, team, and/or organizational needs. Write them down!

A Alternatives

During this stage, explore *alternative approaches/ideas for how to reach the designated objectives*. Brainstorming and exploration of feelings and reasoning are part of the coaching conversation.

CH Choices

Through dialogue, the *client makes choices for action*, including next steps, milestones and other elements of a coaching action plan.

The above four steps are all a part of the three main activities on the part of the manager/supervisor during the coaching process:

- Proactive listening
- Asking non-directive and prompting questions
- Providing targeted, timely, and actionable feedback

Ideally, the coaching process creates a dialogue for building awareness and action around both performance and self-directed learning and development. The dialogue may empower employees to actions with positive results, such as:

- Solving problems and resolving issues
- Gathering information and drawing conclusions
- Developing and structuring ideas
- Reaching objectives and achieving goals

For more information on ATD's coaching model, [click here!](#)