

## RESOURCES

Check the State Civil Service YouTube Channel for any of the webinars you missed or that you'd like to review at <https://goo.gl/Yc1Pdk>

*Useful sites and resources on this month's topic:*



10 Coaching Skills Every Leader Should Master (Forbes.com)  
<https://bit.ly/2MML99M>

How Good Are Your Coaching Skills (Assessment)  
<https://www.mindtools.com/pages/article/coaching-skills-quiz.htm>

7 Coaching Tips for Managers and Leaders  
<https://www.bizlibrary.com/article/7-coaching-tips-managers-leaders/>

5 Tips for Coaching the Seasoned Employee  
<http://zengerfolkman.com/5-tips-for-coaching-the-seasoned-employee/>

7 Steps for Coaching Difficult Employees  
<https://managementisajourney.com/motivation-7-steps-for-coaching-difficult-employees/>

## Success Series



How are your coaching skills? Do you take the time to share the knowledge that you've gained through your experiences?

This handout shares quotes about the importance of coaching, ideas of ways to use coaching more effectively, and resources for continued learning.

- The power of coaching is this: You are expected to give people the path to find answers, not the answers. -*Tom Mahalo*
- A coach is someone who tells you what you don't want to hear, who has you see what you don't want to see, so you can be who you always knew you could be. -*Tom Landry*
- As coaches, we equip people to be in touch with their best selves. -*Clyde Lowstuter*
- You get the best effort from others not by lighting a fire beneath them, but by building a fire within. -*Bob Nelson*

# ❖ TOP TIPS FOR COACHING EXCELLENCE ❖

## SEEK FIRST TO UNDERSTAND

The book that Bobby Fletcher referenced during the session was Stephen R. Covey's highly acclaimed *Seven Habits of Highly Effective People*. His group especially highlights the fifth principle: Seek first to understand, then to be understood.

### QUOTABLE

The worst coaching session is the one that does not happen.

*-Bobby Fletcher*

Coaching is unlocking a person's potential to maximize their own performance. It's helping them to learn rather than teaching them.

*-Tim Gallwey*

"Winning Takes Talent, to repeat takes character."

*-John Wooden*

Change is the law of life. Those who look only to the past or present are certain to miss the future.

*-John F. Kennedy*

## HOW ABOUT A PRE-PLANNING SESSION?

Laura Hatlelid talked about something new she's trying this year – a pre-planning session for PES.

It's an opportunity to visit with employees before writing the Performance Plan. She found some excellent questions in the book, *Becoming a Coaching Leader* by Daniel S. Harkavy.

Questions she used in her initial email to employees included:

- What does success look like for you in your current position?
- What are your professional goals in the year ahead?
- Rank yourself on a scale of 1 to 10 in the following areas: organizational skills, planning, communication, time management and attendance, customer service, knowledge of technical systems and software.

- Follow-up question: What are your ideas for skills improvement?

- Identify your number one need. What is the one thing you would like to see improve in the next year?

- What do you consider to be your business strengths and weaknesses?

- Follow-up question: What are your ideas for capitalizing on your strengths and improving your weaknesses?

### THUMBS UP

Michael Bungay Stanier's book, *The Coaching Habit*, is one that has been recommended a number of times on our webinars, and Lauri added her thumbs up to this book as a great resource. Another book that is getting more positive reviews for coaching and communication in general is *Emotional Intelligence 2.0* by Travis Bradberry and Jean Greaves.

## IDEAS FROM VIEWERS

The best coaches are trustworthy, positive, fair, and accessible. *-Myra Musgrove*

In addition to practice, it is also helpful to get feedback from those you are coaching. That way you can hone your skills to ensure you are providing them what they need. The key is coaching should be a two-way street in regards to communication. It's a collaborative effort. *-Glyn Hays*

Work on improving your emotional intelligence (EQ) to improve your coaching skills. *-Kevin Finley*

Motivational interviewing training goes a long way to empower managers to become better coaches. *-Ginger Garfield*

*Note: Motivational interviewing is a method of talking to people about change using the core skills of Opening Questions, Affirmations, Reflections, and Summaries (OARS).*

It will mean a lot to stop using "YOU" when you are coaching. Use terms such as "us", "I feel", or "maybe we can..."

Supervisors all too often during the PES planning fail to encourage. Instead of working with their staff by coaching them after the planning session, they just write down the problems and leave the improvement up to the person. *-Karen Burch*

The way to stay consistent in coaching practices is to make coaching a priority. *-Julie Miller*