



Coaching for Peak Performance

- Proactive Coaching Reactive Coaching

Discussion with: _____ Date: _____

Topic/Issue to discuss: _____

Key Principles *(to meet personal needs)*

- Esteem**
 - Be specific and sincere
 - Reinforce skills and abilities
- Empathy**
 - Describe facts and feelings
 - Uncover and address emotions
- Involvement**
 - Unleash ideas with questions
 - Gain buy-in and commitment
- Share**
 - Disclose feelings and insights to build trust
 - Explain rationale for opportunity/improvement
- Support**
 - Specify the level of support you'll provide
 - Express confidence

MY APPROACH

Seeking

Telling

- | | | |
|--------------------------|---|--------------------------|
| <input type="checkbox"/> | Benefits to person, team, organization | <input type="checkbox"/> |
| <input type="checkbox"/> | Background information | <input type="checkbox"/> |
| <input type="checkbox"/> | Issues, concerns, barriers | <input type="checkbox"/> |
| <input type="checkbox"/> | Ideas for achieving success | <input type="checkbox"/> |
| <input type="checkbox"/> | Needed resources/support | <input type="checkbox"/> |
| <input type="checkbox"/> | Specific actions to be taken | <input type="checkbox"/> |
| <input type="checkbox"/> | Ways to observe performance and measure results | <input type="checkbox"/> |
| <input type="checkbox"/> | Summary of next steps | <input type="checkbox"/> |

Interaction Guidelines *(to meet practical needs)*

Time

- 1. OPEN** by identifying the opportunity or improvement area. Make procedural suggestions
- Describe purpose of discussion Check for understanding
 - Identify importance

How will I describe the opportunity or need for improvement? Which Key Principles will I use?

- 2. CLARIFY** the situation and its effects on the person and others. Make procedural suggestions
- Seek and share information about the situation Check for understanding
 - Seek issues and concerns

How will I describe the benefits of the opportunity or need for improvement? How will I describe the impact on people, productivity, and profitability? How might the person react or feel? What will I say to seek issues and concerns? Which Key Principles will I use?



LBKE

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File Name: AE-EXL-CPP-DP





3. DEVELOP ideas for addressing the opportunity or improvement area.

- Seek and discuss ideas
- Explore needed resources/support



Make procedural suggestions



Check for understanding

What will I say to encourage collaborative thinking? What ideas might the person have? What will I say to build upon the person's ideas to drive buy-in and ownership? What resources and support will be needed? What can I provide? Which Key Principles will I use?



4. AGREE on a plan of action.

- Specify actions, including contingency plans
- Confirm how to track progress and measure results



Make procedural suggestions



Check for understanding

What might I say to guide the person toward deciding on next steps? How will I encourage verbalizing a plan of action to meet needed results? What could I say to encourage contingency thinking? How will I prompt ideas for tracking progress and measuring results? Which Key Principles will I use?



5. CLOSE by summarizing and expressing confidence.

- Highlight important features of plan
- Confirm confidence and commitment



Make procedural suggestions



Check for understanding

What might I do to highlight features of the plan? What might I say to check confidence level? What might I say to acknowledge the person's feelings? What might I say to express confidence? Which Key Principles will I use?

Post-Discussion Notes

- What did I say or do to use the skills effectively?

- What could I say or do to use the skills more effectively next time?