



Coaching Styles

*What kind of coach are you and
how can your coaching style make your team
even more effective?*



Agenda

1 Introduction



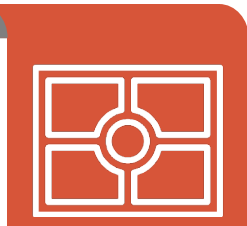
- Hellos
- Technology
- Objectives

2 Coaching



- Is & Is Not
- Your Experience
- Importance

3 Styles



- Quiz
- 4 Styles
- Discussion

4 In Practice



- Key Skills
- 5 Conversations
- How Do I...?

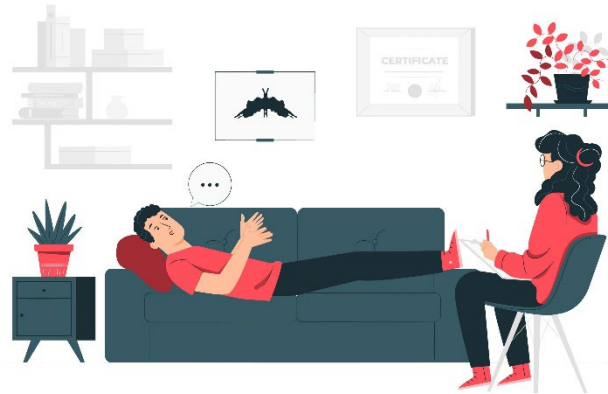
Learning Objectives

- ▶ **Define** coaching as a management tool
- ▶ **Understand** the importance of using a coaching approach
- ▶ **Identify** your coaching style
- ▶ **Compare** the pros and cons of each style
- ▶ **Examine** how your coaching style influences your leadership skills and those around you.

Coaching is not...



An indication of poor performance



Therapy or personal counseling



[Very] Time consuming

What is coaching?

Success!



OPPORTUNITIES

RESOURCES

KNOWLEDGE



What is coaching?

Equipping employees with

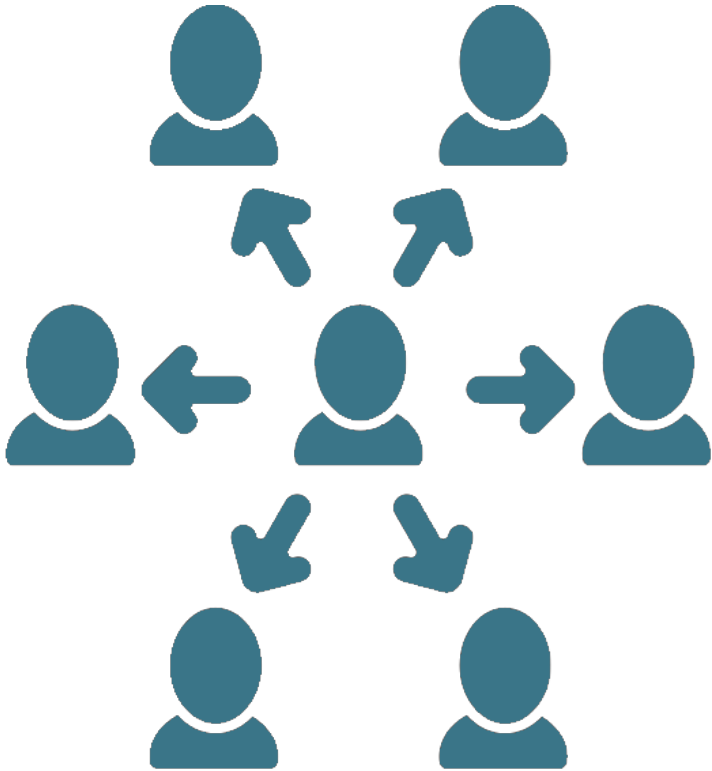
- ✓ Knowledge
- ✓ Tools
- ✓ Opportunities

Necessary for them to be effective

- **Two-way relationship**
- **Focused on the goals of the “coachee”**

Why is coaching an important leadership tool?

Organization



Research shows that coaching leads to:

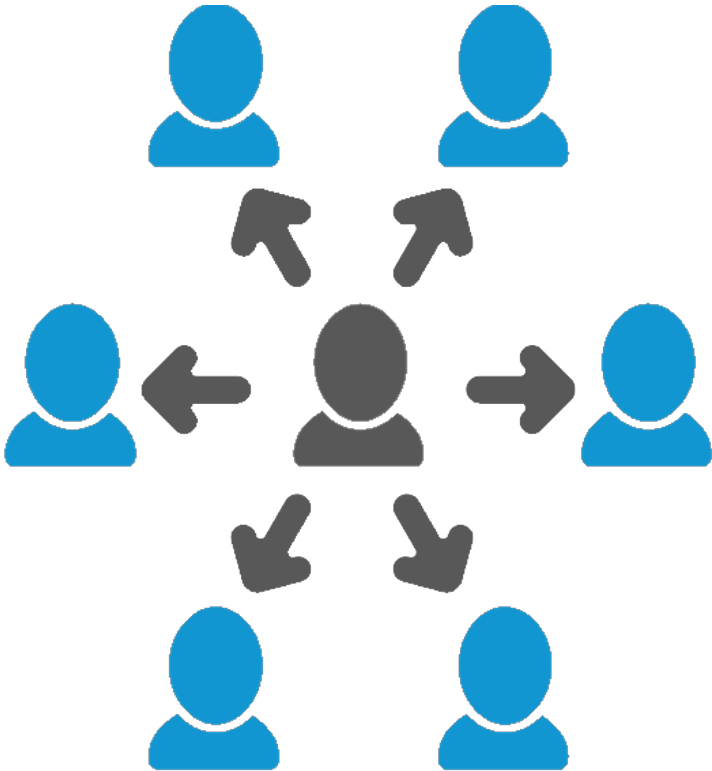
- **Higher** engagement, performance, productivity, customer service levels, trust in manager
- **Lower:** interpersonal conflict



According to a Gallup report, organizations that engaged their employees through coaching reported 59% less turnover.

Why is coaching an important leadership tool?

Team Members



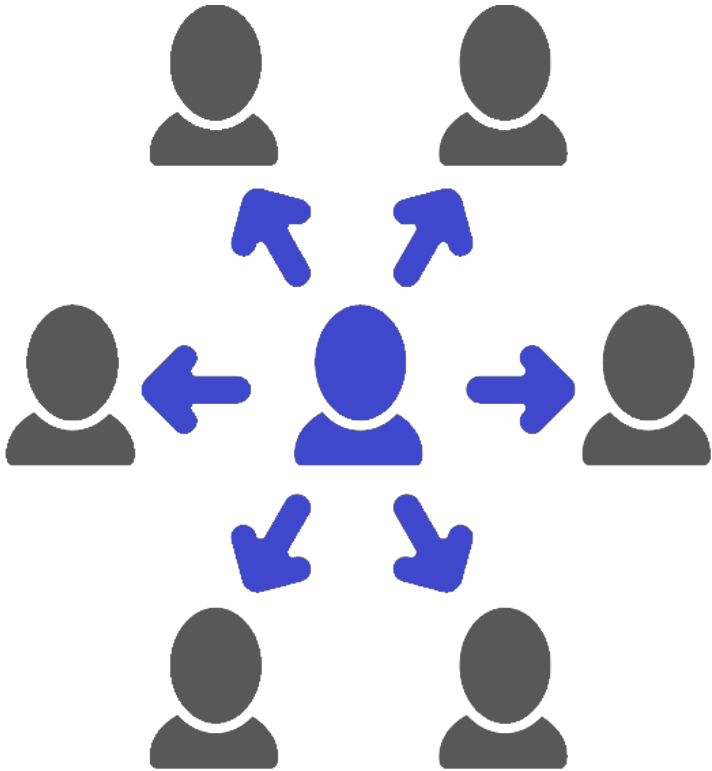
Helps employees reach aspirational goals and build self-confidence



Provides just-in-time, direct, on-the-job learning tailored to the particular situation.

Why is coaching an important leadership tool?

Manager



Coaching enables leaders to deal with the unknown.



Good coaching promotes self-reliance, reducing manager workload

Quiz time!

Take our [Coaching Style Quiz](#)

QUIZ TIME!



4 Coaching Styles

Autocratic

Leader take a firm, directional role, with minimal employee input.

- Environment requires a more direct approach
- Inexperienced teams

Democratic

Employee takes an active role. Coach steps in when needed.

- Longer term employee/coach relationship
- Environment is supportive

Laissez Faire

Leader provides little oversight. Team members make decisions.

- Leader has a great deal of trust in team
- Team is highly experienced

Transactional

Focus is short-term goal or performance change motivated by reward/punishment system.

- Employee / Leader relationship is limited
- Environment is unpredictable

- ▶ What is driving your reactions?
- ▶ Are these styles familiar to you?
- ▶ Do you think you may be using more than one approach?
- ▶ How do you decide what style to use and when?
- ▶ What do you think the responsibility of the employee is in a coaching relationship?
- ▶ When you coach your employees, how do they react?
- ▶ What do you think the difference is between supervising and coaching?
- ▶ Have you ever had a great manager / coach? What made them great?
- ▶ What skills do you think you need to be a great coach?

5 types of coaching conversations

Role & relationship orientation

Occurs when employees join the company, when job responsibilities shift and when employees change roles

Quick connects

Give managers an opportunity to assess quickly how an employee is doing and to identify successes and barriers



Check-ins

More formal opportunities to seek and give feedback on goals, priorities, progress on projects and employee needs

Developmental coaching

Aims to direct and guide an employee to improved performance and individual career development

Progress reviews

Formal reviews of progress on goals, expectations and planning for future opportunities

Coaching skills for managers



Listening



Questioning



Giving feedback



Assisting with goal setting



Showing empathy



Letting the coachee arrive at the solution



Fostering a solution-focused approach



Recognizing and pointing out strengths

Key Takeaway



- ▶ What – if anything – will you do differently going forward?
- ▶ Pop it into the chat.

thank you