



## Getting More out of Coaching: Accountability Guide for Managers of Employees Being Coached

### **BEFORE THE COACHING BEGINS**

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- Recognize you play a critical role in the coaching success, and it isn't just an opportunity to have an outside professional deal with the issue.
- Let the team member know that the three of you – including the coach – are partnering together for your success. Like a 3-legged stool, it takes all three participating to be effective and on track.
- Meet and discuss the expectations you want to see from the coaching. Link these results to their role and the reasons why this growth will help them.
  - Find out what's important to the team member.
  - Share the expectations in terms of behaviors, not attitudes or feelings
  - Listen to the team member
  - Set up the coaching as an investment in their future
  - Ask if there are concerns about the coaching process
  - Link to the annual goals
  - Consider some expectations will be short term “wins” and after the coaching there will be some expectations for long-term behavior modification. Make notes in your file so you can keep track of how the team member is progressing over time.
- Affirm the confidential nature of coaching and reassure the team member of your respect for the process.
- If possible, share how you have benefited from coaching. Talk about what you learned and the difference it made for you in your role. Be specific.
- Coaching helps shift your mindset and beliefs so you can take new actions, and it can be a tough process. Talk about the importance of staying with it even when it is difficult.
- Work with the team member weekly to ensure they are continuing to prioritize coaching. If you only work out once a month at the gym, your results will reflect your effort. You get out of something what you put into it.
- Keep a file with notes of your conversation, results you want to see, the coach's development plan. Refer to the file and stay accountable to the process.
- Here are some sample questions:
  - What do you want to get from coaching?
  - How can we measure your success?



- What are some situations at work where we would be able to observe your progress?
- How can I support you?
- What tools do you need?

### **EACH MONTH**

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- Stay connected! Make it a priority to discuss what's been happening during the process.
- Meet with the coach and employee for regular "touch point" calls to stay aligned with coaching expectations
- Provide them feedback tied directly to the coaching expectations
- Ask how you can support them.
- Have them teach you something they are learning.
- Document the expectations and changes you are noticing
- Here are some sample questions:
  - What are you learning in coaching?
  - Tell me an example of action you have taken at work.
  - What are you learning about yourself?
  - How has your mindset or thinking shifted?
  - What are you looking at different? Change of perspective?
  - How can I support you?
  - How effective is the feedback I've provided you so far?
  - What do you do think you've accomplished?
  - What do you want to focus on next?

### **AFTER COACHING**

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- Meet with the coach and the team member to discuss the coaching expectations and changed behaviors.
- Link the coaching expectations to their annual goals.
- Discuss ways they can continue to sustain their growth.
- Give specific positive feedback about the coaching expectations.
- Show appreciation for their effort toward coaching. Some positive ways they may approach coaching could include: openness, courage, willingness to hear/accept feedback, learn new concepts, challenge self, think differently, try new things, take risk.