



LEADERS COACHING GUIDE

**A Coaching Guide for Senior Leaders &
Human Resource Professionals**

March 6, 2022

INTRODUCTION

Every business organization strives to produce a highly skilled, competent, and productive workforce. The Leaders Coaching Guide has been designed to enhance the coaching skills of the People Leaders at Arrive Logistics. Workplace coaching is an effective facilitative approach that has been proven to build self-directed, and personal development skills within the workforce.



Coaching gives the leader the ability to increase the strengths and knowledge of the people they are leading. These skills will give the employees the capability to improve their competency. Studies have shown when organizations implement coaching in the workplace, they increase the chances of capturing the full potential of each individual member of their workforce.

According to the International Coaching Federation, the benefits of coaching are many; 80% of people who receive coaching report increased self-confidence, and over 70% benefit from improved work performance, relationships, and more effective communication skills. In addition, 86% of companies report that they recouped their investment on coaching and more.

Additional competencies that are gained from coaching, leaders motivate their employees which in turn leads to a corporate culture with better workplace relationships and productivity. To build a coaching culture, it is important to first teach managers how to be coaches themselves. Many coaches and consultants teach the People Leaders they work with how to use coaching skills such as active listening, asking the right coaching questions, and setting actionable goals.

Employee Problem Solving

When you simply give advice, employees never learn how to solve problems for themselves. One goal of coaching is to teach employees how to resolve issues that may arise in the workplace. People Leaders can teach their employees problem-solving skills so that they can better help themselves, and perform their job independently. Introducing processes and strategies to find a resolve for work related issues, coaches help employees to develop essential critical thinking skills.



Effective coaching is not limited to teaching employees how to do their job. It also teaches employees how to think and strategize. When a leader asks open-ended questions, the employees are allowed to take some reasonable risks, this will help them grow in self-confidence. In addition, they will find alternative solutions to work problems.

Active listening

Active listening means to hear, understand, and be able to repeat what someone says. As a coach, it is extremely important to listen to employees to learn what challenges them. This helps discover which skills to coach the employee to develop. Listening to employees that you are coaching also promotes trust and dependability, because they know you care about their opinions.



A good listener is someone who focuses completely on what another person is saying and engages with their ideas in a thoughtful, comprehensive way. Good listening is not just about hearing what a person is saying, but making a commitment to digesting the information they are presenting and responding constructively.

Communication

Excellent communication skills are essential for effective leaders because much of coaching requires sharing instruction. Excellent communication includes written and oral skills, and the ability to express yourself with these methods. Being a good communicator also helps a leader collaborate with their team and lead by example.

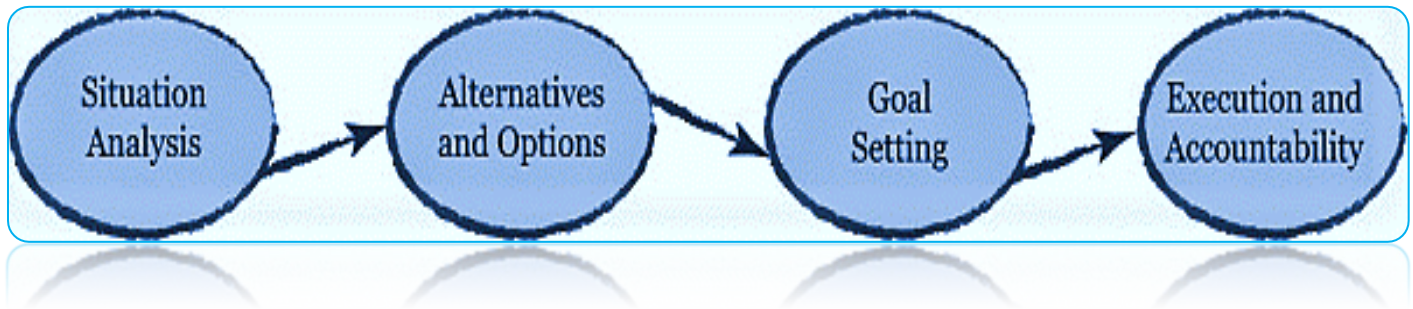


Leadership communication skills are important because they:

- Promote collaboration among team members and between teams.
- Ensure communication channels between team members and managers remain open and effective.
- Make sure team members clearly understand their responsibilities.
- Increase the productivity of team members.
- Help employees remain focused on goals and outcomes.

Genuinely showing curiosity in their problem solving with their employees

According to the ***SAGE Coaching Approach***, expressing curiosity is the single biggest skill for being a great leader coach. When you ask inquisitive or thought-provoking questions, you begin to channel your curiosity. This is especially helpful when the employee is unsure of what to do next. This enables the employee to reflect and look at the situation from a unique perspective.



S: Situation Analysis - Focus on understanding the situation from the employee's perspective. Identify the employee's challenges and the obstacles standing in their way. This sets the foundation for this coaching approach.

A: Alternatives and Options – This critical component will help the leader (coach) empower their employees to think on their own. They will be able to make decisions, with you as the facilitator, not the problem solver.

G: Goal Setting = The leader and employees will partner together and gain clarity on their goals. This motivates employees, and encourages them to achieve their goals in a timely fashion.

E: Execution and Accountability - When the leader encourages and empowers an employee to take ownership of a role, and then agree on their accountability for completing the task, they are motivated to take action.

Change Management

The People Leader must embrace coaching and feedback. Coaches need coaching too. There will be times when the leader must change their approach, and find new techniques that will allow them to coach their employees in an effective manner.



Just as the People Leader coaches their team toward the goal of personal development, the leader's development as a coach is part of the bigger picture too for People Leaders. Change Management means being able to lead change for the organization, including being an effective sponsor of change and demonstrating commitment to the change, both individually and organizationally.

Change Management is not just communication and training. Effective Change Management follows a structured process that drives successful individual and organizational change.

Coaching should be a part of the continuous employee performance

It should be part of the continuous employee performance management by leaders to maximize the potential of the employees. So, what is the way forward for People Leaders? The simple answer is coaching.

To build a coaching culture, it is important to first teach leaders how to be coaches themselves. Many coaches and consultants teach the leaders they work with how to use coaching skills such as active listening, asking the right coaching questions, and setting actionable goals.

Follow - Up Activities

Please review carefully. The Follow-up Activities for the Leaders Coaching Guide will include a Coaching in the Workplace Review, Coaching Strategy For People Leaders, People Leaders Change Management recommendations, and Example Open-Ended Questions. The activities are designed to give the People Leaders the necessary skills that are needed to incorporate Arrive Logistics coaching strategy, “Model curiosity early and often.”

Coaching in the Workplace Review

Workplace coaching is not just for providing a context for feedback. It goes further to offer support for changed behavior. The following gives insight into why it is essential for People Leaders in the workplace to become effective coaches:

- Workplace coaching is an effective facilitative approach that has been proven to build self-directed, and personal development skills within the workforce.
- Coaching gives the People Leader the ability to increase the strengths and knowledge of the people they are leading. These skills will give the employees the capability to improve their competency.
- Coaching promotes behavioral changes which makes it easy for people and projects to move with forward ease.
- Studies have shown when organizations implement coaching in the workplace, they increase the chances of capturing the full potential of each individual member of their workforce.

- According to the International Coaching Federation, the benefits of coaching are many; 80% of people who receive coaching report increased self-confidence, and over 70% benefit from improved work performance, relationships, and more effective communication skills. Further research studies show, 86% of companies report that they recouped their investment on coaching and more.

Coaching Strategy for People Leaders **“ How To Model curiosity early and often.”**

- Great and successful leaders are putting forth consistent efforts to enhance their coaching skills. These efforts aim to support and improve employee development and performance.
- People Leaders motivate their employees which in turn leads to a corporate culture with better workplace relationships and productivity.
- To build a coaching culture, it is important to first teach People Leaders how to be coaches themselves. Many coaches and consultants teach the leaders they work with how to use coaching skills such as active listening, asking the right **coaching questions**, and **setting actionable goals**.
- Introducing processes and strategies to find a resolve for work related issues, coaches help employees to develop essential problem-solving skills.
- When you simply give advice, employees never learn how to solve problems for themselves. One goal of coaching is to teach employees how to resolve issues that may arise in the workplace.
- When a leader asks open-ended questions and allows employees the autonomy to take some reasonable risks, they will help them grow in self-confidence. In addition, they will find alternative solutions to work problems.
- A People Leader must be a good listener, they must focus completely on what another person is saying, and engage with their ideas in a thoughtful, comprehensive way. Good listening is not just about hearing what a person is saying, but making a commitment to digesting the information they are presenting and responding constructively.
- This helps discover which skills to coach the employee to develop. Listening to employees that you are coaching also promotes trust and dependability, because they know you care about their opinions.
- People Leaders must also possess excellent communication skills because a vast amount of coaching requires sharing instruction.

People Leaders Change Management recommendations

Recommendations for People Leaders Change Management, receiving feedback from coaching experts could give feedback on how well the coaching skills were applied, and if any coaching opportunities have been missed. This monitoring could take the form of regular peer coaching, where People Leaders in an organization come together to practice coaching with each other, or to discuss common problems and solutions they have encountered when coaching others, all in the presence of a coaching expert. The coaches can discuss challenges they have experienced and how to overcome them.

Open-ended questioning

Example Open-ended questions - 100 Most Powerful Life Coaching Questions, author Catherine Moore, Psychologist, MBA, HR-manager.

Asking open-ended or “guiding” questions is an effective way to assess an employee’s needs, and desires, and it is vital to ensuring great coaching. Questioning encourages self-reflection and invites the coachee to find the answers they are seeking within themselves.

1. As a coach, it is essential to stay curious and fully present with your line of questioning to select the right question at the right time.
2. A great coach does not give answers. Instead, they ask powerful questions to unlock and surface a better way forward for their clients.
3. But what should you ask as a coach to get better outcomes, help others deal with challenges, and grow?

Generating Solutions

1. What do you think would be a good first step?
2. How might you draw on that same approach in this case?
3. What do you feel you should do differently?
4. Tell me about the resources that would be helpful? How or where might you acquire those?

If previous approaches have not been successful, leaders can help by encouraging their co-worker to think freely.

1. What would you do if resources were not a concern?
2. What else can you think of?
3. How might you broaden your current line of thinking?

Open-ended ‘probing’ questions also come in handy when exploring the reasons behind a goal or challenges:

4. Describe this goal or challenge a bit more...
5. What are some ways this challenge is impacting you or others?
6. Tell me about why you see this as an ideal professional outcome?
7. Help me understand why this change is particularly meaningful to you?

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