

COACHING TIP SHEET

- Make sure that each of your direct reports is aware of their developmental opportunities. Limit it to one or two at a time, so that they can put adequate focus on each are.
- Consider creating a structured development plan for each person so that he or she is moving forward in a consistent well-thought-out manner. Make sure to keep plans specific, realistic, and measurable.
- While you will play an integral role in each person's development (by providing feedback and coaching), you don't have to go it alone. Find out if there are resources for leadership development or training in your organization, or a budget for outside developmental assistance.
- Make sure the individual is taking ownership for his or her development. It should be viewed as a collaborative effort in which you play an important part.
- In addition to coaching the individual to be more effective in his or her role, think about career aspirations. What sorts of skills or characteristics would he or she need to be able to advance to the next level?
- Consider cross-training opportunities as part of coaching. Are there any projects that might benefit the individual?
- Reflect on whether you engage in any behaviors that can get in the way of your team's development. For example:
 - Do you answer questions quickly instead of encouraging the people on your team to think things through for themselves (with appropriate guidance)?
 - Do you refrain from giving constructive feedback for fear of hurting others' feelings?
 - Do you micro-manage?
 - Do you jump in and "smooth the path" for them, instead of encouraging them to develop appropriate conflict management skills?
 - Do you provide too much structure? Not enough? Do you take into account the needs of each team member as you assign activities?

- Provide your team members with feedback for a job well-done. Be specific about what they are doing well, and show confidence in them. The more they believe in themselves, the greater their odds are for success.
- Model a developmental mindset by sharing your growth needs with the team and being open to feedback.
- When encouraging people to do their best, always operate on the assumption that they have what it takes to succeed. Otherwise, a tone of doubt or lack of confidence will creep into your tone of voice.
- When setbacks or failures occur, be intentional about talking through lessons learned. Make sure you are in the appropriate frame of mind to have a constructive dialogue about the mistake, and explore questions such as: What would the individual do differently the next time around? What did he or she learn about himself?
- Make sure to show an interest in the individual as a whole person. We tend to be much more motivated when we know that someone has our best interests at heart and is helping us to get better for our own personal growth, as opposed to just wanting us to perform to benefit the organization.