

teams@work.



EVERYDAY IS BRING YOURSELF TO WORK DAY!

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COACHING & DEVELOPING EMPLOYEES

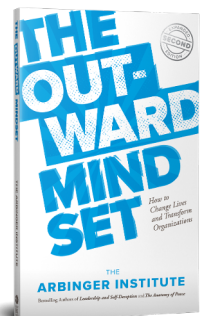


LinkedIn Learning

LEADERS WHO COACH CREATE BETTER WORKPLACES



OUTWARD MINDSET



The Outward Mindset presents compelling true stories to illustrate the gaps that individuals and organizations typically

experience between their actual inward mindsets and their needed outward mindsets.

Building a Coaching Culture

All managers are coaches. It may not be your title or on your LinkedIn profile, but as a manager, you're a coach. Departments need coaches. Employees expect it from leaders ([70% of employees want more feedback!](#)). **Top performers leave, teams miss results, development stalls and employees** disengage when manager coaching falls short. Prevent this by considering a key question:

How good of a manager do you want to be?

Coaching is a Relationship. [Coaching is more than telling.](#) It's a journey of discovery with each person. Coaching focuses on understanding the other person: What energizes them? What do they value? Listen to show you care about who they are. They're more than just a means to an end. Coaching conversations build trust.

Conflict Averted. Part of coaching is helping people see the gap between their [intentions and their impact](#). We all have blind spots. Part of your job as a coach is to help others see behaviors that limit their effectiveness or create conflict with others. Coaching allows conflict to become an opportunity to reframe perspective and see positive intent - rather than hoping it goes away.

Empowerment. Employees want to grow, not be directed. Create a safe space for them to learn how to problem-solve and not be afraid of making mistakes. It will take time and resources - but the payoff is worth it. [Give feedback](#) to develop thinkers and doers. If all you do is provide answers, you're conditioning your team to wait around for instructions. You're stunting their growth AND yours.

Be a leader, not a bottleneck.

Adapted from [Coaching Made Easy](#)

TALK ABOUT IT

Begin creating a Coaching Culture in your department by asking yourself or your team these questions:

- **Do I (we) speak to others with [Truth and Courage](#)?**
- **How do I (we) view conflict? As an obstacle or opportunity? [Consider these talking points.](#)**
- **Enroll in TCU's 2-day [Outward Mindset](#) workshop to learn more. (limited space available)**

8 COACHING QUESTIONS



1. What's MISSING for you at work right now?

TIP: Consider getting specific with questions like "What would you like MORE of in your work?" and "What would you like LESS of?" with clear guidance that core responsibilities of their role can't go away!

2. If you could change just ONE thing right now, what would it be?

3. How SPECIFICALLY will you know you've completed that action/goal?

4. What's the FIRST (or easiest) step you could take?

TIP: Get even more specific and time-bound by adding "within the next week/month" or "tomorrow," depending on the goal/client.

5. What do you NOT want me to ask you?

TIP: Ask this playfully!

6. How does that serve you?

TIP: Keep in mind that some people are satisfied and good at their work, with no interest in a promotion. To honor that, ask "What is the benefit of staying just as/where you are?"

7. How will you CELEBRATE that?

8. What's wrong with how you are RIGHT NOW? And where are you ALREADY Awesome?

TIP: Ask this question gently and earnestly.

Adapted from [Coaching Tools](#) by Emma-Louise Elsey

BUILDING A COACHABILITY CULTURE - WEBINAR



Ready to Learn More?

Register for "**Building a Coachability Culture: A New Catalyst for Impact.**"

Join at 11:00 a.m. on November 17 to hear the tangible value of implementing coachability initiatives through case studies and stories of organizations utilizing a coachability approach to:

- build workforce leaders
- foster engagement
- maximize performance-related initiatives

TCU Human Resources presents:

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Questions?
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