

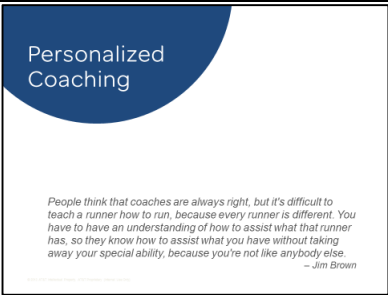
Personalized Coaching

Timing



Personalized Coaching will take no more than 45 minutes.

Giving Ownership & Ownership Tips	20 minutes
Factors that Influence Coaching	20 minutes
Take-a-ways	5 minutes

Introduction	DISPLAY slide [].	
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Giving Ownership	<p>LEAD a discussion:</p> <p>Formal My Success Plans have been retired for everyone except those on discipline, but coaching should continue.</p> <ul style="list-style-type: none"> • When you held My Success Plan conversation or other coaching conversations, who decided the topic? • Especially, you as leaders of leaders, how can you give ownership of coaching and development to your people?
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Personalized Coaching, Continued

Ownership Tips	<p>Format: 3 Teams</p> <p>Timing: 15 minutes</p> <ul style="list-style-type: none"> • 5 minutes to develop presentation • 2-3 minutes for each presentation • 3-minute debrief <p>Materials: Flipchart paper, eWorkbook</p> <p>Purpose: Allow leaders to share information about ownership.</p> <p>Instructor tip: Part of this activity is giving the leaders ownership. Allow them space and freedom to come up with tips, share insights, and present in a way that feels comfortable.</p> <p>DIVIDE leaders into 3 groups.</p> <p>EXPLAIN:</p> <p>Each group will be assigned a topic on empowering your employees. Some tips are provided in your workbook. As a group you will present back to the class. Expand on the tips by thinking of your own and providing examples.</p> <p>You will do a 2-3 minute presentation. You may present back in any format you choose.</p> <p>ASSIGN groups:</p> <ol style="list-style-type: none"> 1. Words and Phrases that give ownership 2. Giving ownership to high performers 3. Giving ownership employees that need development (note: this includes everyone who has an opportunity, not just low performers) <p>ALLOW groups approximately 5 minutes to work.</p> <p>ASK each group to share.</p>
Debrief	<p>ASK:</p> <ul style="list-style-type: none"> • How do you feel about empowering your employee’s coaching? • Did you feel you “owned” this activity? Why or why not? <p>eWorkbook page on the following page.</p>

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Personalized Coaching, Continued

Providing Ownership

eBook pg. 27

Words that Give Ownership
Words can make an employee feel trapped or give them ownership. How you approach a question or topic is key.

- Example: Why didn't you demo Digital Life to that customer?
 - Instead: Tell me about the customer you just helped. During conversation, ask: Would that have been a good customer for Digital Life? Why/Why not?
- Use self-discovery question.
- Allow the employee to restate prior commitments.
- Ask for opinions/feelings on actions and behaviors.
- Encourage employee to explain how the action item will benefit them.
- Avoid restating the employee's answer. Ask him/her to restate or clarify as needed.
- Ask the employee to come to the coaching with their own ideas for topics and action items.

Need Development
Employees who need development to be successful in their current role should still own their coaching experience and action items.

- Refer employee to ELM resources to self-identify areas for development.
- Use open ended questions.
- Start with positive aspects (still use self-discovery).
- Depending on the need, the employee may not be able to develop his/her own action items. Provide suggestions and allow the employee to respond with his/her input.
- Listen to the employee. He/she may come up with different strategies and action items than you but may still be good.
- Think about steps – focus on smaller, achievable steps to build up to a bigger action item.
- Ask employees to visit MyCOACH and review their Action Items on a regular basis.

Note: These tips are for coaching and progress conversations. Discipline and Accountability should be a firm conversation as discussed in Leaders as Coaches 2.0.

High Performers
Employees who are ready for new challenges still appreciate coaching and taking ownership of their progression. To encourage ownership:

- Ask employee to state career goals.
- Avoid making assumptions, such as assuming the employee's career goals match your own.
- Refer employee to ELM resources to self-identify areas for development.
- Provide options for development rather than signing him or her up for an opportunity.
- Avoid playing off opportunities you want/need to give them as things the employee "asked" for.
- Encourage the employee to seek out coaching and feedback from others. Provide support as needed.
- Ask employees to visit MyCOACH and review their Action Items on a regular basis.

Notes

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Personalized Coaching, Continued

<p>Factors that Influence Employees</p>	<p>Format: Whole class (large class may need to split into groups)</p>
	<p>Timing: 20 minutes</p>
	<ul style="list-style-type: none"> • Chalk talk, 5 minutes • Discussion: <ul style="list-style-type: none"> o Store leaders small group discussion, 3-4 minutes o Debrief, 2-3 minutes o Market leaders small group discussion, 3-4 minutes o Debrief, 2-3 minutes • Debrief, 4 minutes
	<p>Materials: Markets, Flipchart or whiteboard</p>
<p>Chalk Talk</p>	<p>WRITE on a whiteboard or chart paper: Factors that Influence Employee Coaching (large class may need multiple charts/whiteboards).</p> <p>EXPLAIN: <i>Each employee is an individual. We've talked about workplace styles and personality differences, by what other factors would cause you to coach one employee differently than another.</i></p> <p>INSTRUCT leaders to write factors on board/paper. Multiple people can write at a time.</p> <p>ALLOW leaders a few minutes to write ideas.</p> <p>ASK leader to return to their seats.</p> <p><i>Instructor Note: Possible topics are on the following page</i></p>
<p>Discussion 1: Store Level</p>	<p>DISPLAY slide [Discussion questions].</p> <p>SAY/PARAPHRASE:</p> <p><i>Now that you've come up with all these idea, let's talk about what these mean for you and for your frontline employees. In your small groups discuss how the factors influence coaching.</i></p> <p>REFER leaders to eWorkbook pg. 29 to take notes as desired.</p>
	<div style="border: 1px solid black; padding: 5px;"> <p>Factors that Influence</p> <ul style="list-style-type: none"> • Who should receive more coaching? Less? • Who requires more follow up? • How do you engage the employee? • Does your tone, action items, or style of coaching change? </div>
	<p>ALLOW groups 3-4 minutes to discuss.</p>
<p>Debrief Store Level</p>	<p>ASK for one or two groups to share their findings.</p>
	<p style="text-align: center;">----- activity continued on the next page -----</p>

Personalized Coaching, Continued

<p>Discussion 2: My Direct Reports</p>	<p>CLICK slide to show second question.</p> <p>SAY/PARAPHRASE:</p> <p><i>This time, discuss how you consider these factors for your team – one level down. How do the factors you listed influence the amount and type of coaching they should receive?</i></p>				
<p>Debrief</p>	<p>ALLOW groups 3-4 minutes to discuss.</p> <p>ASK for one or two groups to share their findings.</p>				
<p>Debrief</p>	<ul style="list-style-type: none"> • How often do you give a “pass” or come down harder? • What does the phrase “People live up to your expectations mean?” <ul style="list-style-type: none"> ○ Look for: You expect low performance you’ll see all the areas for improvement. You expect high performance you’ll only see the positive. This is especially true with High Potentials and those who you’ve “heard” about – good or bad. • How can you tailor your coaching to the various needs of your employees? 				
<p>Possible Topics & eBook page</p>	<p><i>Possible topics:</i></p> <ul style="list-style-type: none"> • <i>Tenure.</i> <ul style="list-style-type: none"> ○ <i>New-to-title employee different than a tenured employee?</i> ○ <i>Experienced but new to you/store. Other managers may have had different expectations.</i> • <i>Career goals.</i> <ul style="list-style-type: none"> ○ <i>Ready to move up vs. wants to move up but not ready</i> ○ <i>Undefined career path vs. “the 5 year plan”</i> • <i>Limited because of relocation (e.g. can’t move due to family, school, etc.)Other factors – do they influence? Should they?</i> • <i>Part of the “in” group</i> • <i>On the High Potential list or a step of discipline</i> <div data-bbox="992 1094 1433 1367" style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p style="background-color: #003366; color: white; padding: 2px;">Factors that Influence Employees</p> <p style="font-size: small;">Use this space to make notes during the discussion.</p> <p style="font-size: x-small; background-color: #003366; color: white; padding: 2px;">In-class activity - no pre-work required</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="font-size: x-small; background-color: #003366; color: white;">Store Level Coaching</th> <th style="font-size: x-small; background-color: #003366; color: white;">My Direct Reports</th> </tr> </thead> <tbody> <tr> <td style="height: 80px;"></td> <td style="height: 80px;"></td> </tr> </tbody> </table> </div> <div data-bbox="1149 1394 1398 1478" style="border: 2px solid #990033; border-radius: 10px; padding: 5px; text-align: center; margin-top: 10px;"> <p>eBook pg. 28</p> </div>	Store Level Coaching	My Direct Reports		
Store Level Coaching	My Direct Reports				

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Personalized Coaching, Continued

Take-a-ways	ALLOW a few minutes for leaders to make notes of key points and take-a-ways on pg. 29 of eWorkbook.
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