

# YOUR TOTARA TAKEAWAY: **EFFECTIVE COACHING FOR MANAGERS**

Here are some reminders from the course to take away with you.



*Why not save a copy of this document as a quick reminder for future coaching opportunities?*

## ***Using the GROW model***

Remember GROW to help you structure your coaching conversations and focus on asking open questions rather than giving direction:

### **GOAL:**

- Where would they like to be?
- What would they like to achieve?
- What would they like to change?

### **REALITY:**

- What is the current situation?
- What is happening now?
- What challenges do they face?

### **OPTIONS:**

- What can they do?
- What actions can they take?
- Who can help them?
- What could they change or improve?

### **WRAP UP:**

- What is the individual going to do first?
- Is there anything else they need to achieve this?

## ***Useful phrases***

Coaching is a combination of asking questions and listening to the answers. It is very rarely about giving definite solutions (although of course you may give feedback, suggest options for consideration and share relevant personal experiences where appropriate). Some phrases to help you continue the conversation rather than jumping to solutions include:

- *What I'm hearing is... [paraphrase what they have told you to check you have understood]?*
- *What's wrong with [the current situation]?*
- *Why do you think that has happened?*
- *What could you do differently next time?*
- *What would be the impact if you...?*
- *How would you feel if...?*

Remember to ask open questions (which can't be answered by a 'yes' or 'no'). Using questions that start with **what**, **why** or **how** will help you to do this.



### *Three contexts of coaching*

Coaching conversations should be a day-to-day part of team management. They take place in one of three contexts:

- 1. INFORMAL:** Little and often, day-to-day conversations, small nudges and feedback
- 2. SCHEDULED CHECK-INS:** Planned, regular check-ins between managers and their team members to discuss progress towards objectives, potential learning opportunities, feedback and priorities
- 3. FORMAL:** Less frequent (perhaps annual or quarterly) performance reviews to take a deeper look at the skills and behaviours the employee demonstrates and how they will benefit their work in the coming period

### *Key features*

The three parts of the Totara Talent Experience Platform combine to unlock the potential of your people, ensuring they Learn, Engage and Perform to deliver where it counts. Just as coaching should be embedded in your day-to-day management, so coaching can be embedded across your Totara site through a variety of features. Some of the features you've explored in this course include:

- **WORKSPACES** – to track private conversations and decisions between managers or coaches and employees
- **COMPETENCIES** – to track the skills and behaviours your organisation needs to succeed, and demonstrate how individuals can achieve them
- **GOALS** – company and personal goals identified in coaching conversations can be documented and tracked via goals
- **PERFORMANCE ACTIVITIES** – regular check-ins and more formal performance reviews are supported through performance activities where feedback is given and discussed, and competencies and goals can be reviewed and updated
- **DASHBOARDS** – to create a space for users to identify coaches with skills in the appropriate area
- **USER PROFILE** – to track which users are coaches and the areas they are available to coach in

Of course, depending on how coaching is set up in your organisation, you may not use all of these features, or may add some others. Totara has the flexibility to allow you to make these choices.