

Coaching Basics Exercise

Directions

Review the information provided and then respond to the questions.

Effective coaching is a function of three baseline activities:

1. Task identification
2. Diagnosis of follower readiness (i.e., an assessment of the Representative's competence and commitment for performing the task)
3. Adapting leadership styles to meet the needs of the individual and situation

The Coaching Platform includes the following components:

- The High-Impact Leadership and Coaching Diagnostic Model
- A three-phase coaching process
- The O.F.T.E.N. framework for conducting effective coaching discussion

Each of these components is reviewed in future exercises.

Questions

1. If your district team members asked you to define coaching, how would you respond?

Coaching is ...

We hear the term coaching all the time. We understand that it is considered to be a significant factor contributing to our success. But, what is coaching? How would you define it?

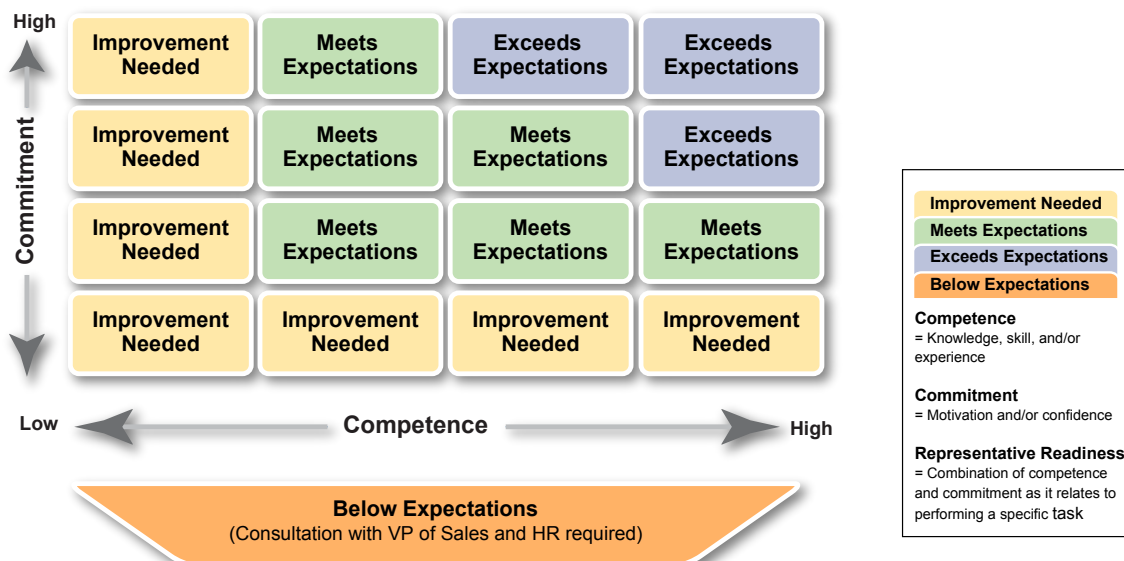


2. Why is task identification the first of the three activities listed above?

High-Impact Leadership and Diagnostic Coaching Model Exercise

Directions

Review the model and then write a response to each of the scenario questions on the next three pages.



Representative Behaviors	Coaching Approach	Coaching Behaviors
<ul style="list-style-type: none"> Develops fresh approaches to solving task-related problems Assists in others' task-specific development Makes informed decisions related to the task in a timely manner 	Empowering	<ul style="list-style-type: none"> Praise, reinforce, and delegate Outline desired outcomes; run interference Encourage Representative to make decisions Promote Representative development of next steps or action plans
<ul style="list-style-type: none"> Asks questions and seeks clarity in regard to the task Delivers results when performing the task, but may experience set backs Occasionally avoids responsibility in regard to performing the task 	Participative	<ul style="list-style-type: none"> Explore, discuss, and collaborate Review and discuss decisions Incorporate Representative's ideas when planning next steps or action plans
<ul style="list-style-type: none"> Enthusiastically takes on more than he/she can handle in regard to the task (high commitment/low competence) Demonstrates a lack of awareness of problems, and sees a narrow range of solutions when problems are identified Offers opinions rather than facts Demonstrates a noticeable decline in performing the task (high competence/low commitment) 	Directive	<ul style="list-style-type: none"> Explain, clarify, and structure Provide close supervision Communicate decisions Prescribe next steps or action plan
<ul style="list-style-type: none"> Intentionally does not comply with standards or processes Consistently ignores suggestions intended to develop performance of a particular task Lacks the ability to perform the task 	Corrective	<ul style="list-style-type: none"> Consult with Regional Director and Human Resources Restate and clarify expectations Complete formal documentation Administer consequences