

## Manager as Coach

The ResMed Guide to Workplace Coaching





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## Welcome

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Management is an honorable and challenging role. It involves the leadership of self and others in equal measure. The role of a manager in each employee's work life cannot be overestimated. The manager is the source of direction, motivation and information for the team.

Coaching is one way to assist you in carrying out these responsibilities. Coaching fulfills aspects of leadership that you cannot fully meet in the day-to-day operations of your team. A savvy manager will use coaching strategically to motivate, mentor and build loyalty. A manager will also find giving feedback easier when done in a coaching format.

ResMed sincerely hopes you will embrace a "coaching mindset" in your management career. Good luck, and enjoy.

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"Leadership is the art of getting someone else to do something you want done because he wants to do it."

- Dwight Eisenhower

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## Why is ResMed Interested in Workplace Coaching?

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Objective 1: “Engage” Employees

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Objective 2: Manage Independence and Creativity

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Objective 3: Give Effective Feedback with Confidence

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## What is Workplace Coaching?

### Definition of workplace coaching

Coaching, broadly, means helping someone develop confidence and independence in the performance of a new behavior.

A football coach, for example, might help a player improve his kicking results by having him “see” the ball differently, adjust his foot, and imagine himself winning.

Likewise, a workplace coach might help employees “see” situations differently, adjust how they do tasks, and gain confidence that permeates their activities.

### Two types of workplace coaching

**Developmental coaching** is driven by an employee’s goals, issues, and ideas.

**Feedback coaching** is driven by a manager’s observation of possible coaching moments.

#### Developmental Coaching

**Developmental coaching** is a regularly scheduled conversation between you and your employees for the purpose of setting and attaining goals that align, engage and motivate employees. For example, an employee might be struggling with a co-worker’s attitude. Developmental coaching gives him a forum to bring the situation up before it erupts into a full-blown problem. Together you can discover the nature of the conflict and create a plan for addressing it.

#### Feedback or “Coaching Moments”

Most of us are familiar with giving and getting feedback in a “corrective” context. For example, you might call the co-worker into your office to give feedback about a bad attitude.

Taking a coaching perspective on feedback means that you give the feedback in a way that invites the employee to discover the underlying issues behind the attitude. Then you work to create a plan for addressing the real issues, not just the attitude.

In this way, we define feedback more broadly than merely correcting problems. Feedback addresses specific behaviors we observe, including problems. For example, an employee might be struggling to lead a project. As manager, you can decide if this is a coaching moment where the employee would benefit from feedback or should be allowed to find his own way.

### Remediation vs. coaching

Remediation is often confused with coaching, but unlike true coaching, remediation carries consequences, as in: “Do it, or else.” Remediation occurs only after attempts have been made to correct the problem through coaching and other means. However, remediation should be instant in the event of non-negotiable transgressions, such as theft, violence or harassment.

## What is Workplace Coaching? (continued)

**Developmental coaching as a team-alignment tool**

While developmental coaching is a wonderful way to encourage individual development and motivation, it also provides savvy managers with a way to encourage development that specifically helps them meet their own workplace goals. This alignment occurs through the following steps:

1. Vision
<p>Effective team leadership begins with a clear, powerful, unifying team vision. Vision is not just a picture of what could be; it is an appeal to our better selves, a call to be something more.</p> <p>Example vision statement:</p> <p><b>Our IT department can be counted on to deliver a WOW with every call—not just results. We are not content to respond to a problem. We respond quickly and with a polite, consultative attitude. We discover other issues that avoid problems so that we can prevent future calls. We seek opportunities to provide extra service, even within our budget and time constraints.</b></p>
2. Game Plan (Strategy)
<p>With a clear vision, a manager can begin establishing a game plan or strategy for fulfilling the vision. Through developmental coaching, a manager can explore employees' ideas for fulfilling the vision, and better understand their strengths, weaknesses and interests. In this way, the game plan is based on the realities of the team, not a "pie-in-the-sky" dream.</p>
3. Alignment
<p>Through developmental coaching, a manager can create Individual Coaching Plans that close the gap between current performance and desired performance, focusing on the employee's strengths, weaknesses and interests, according to the game plan.</p>

**Reasons to do developmental coaching**

There are three reasons for using developmental coaching in the workplace:

1. to improve communication between manager and employee
2. to align employees with team vision
3. to air issues and concerns before they become urgent problems

## What is Workplace Coaching? (continued)

### Developmental Coaching Agendas

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Developmental coaching can follow any agenda the participant wants. However, the participant may not always know what to bring up.

As the coach, you can guide the agenda, if the participant is leaving it up to you. Here are some ideas for agendas:

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1. Ask employees to define optimal performance for their role. Help them achieve their definition of optimal performance.
  2. Ask employees to create a list of how they would want to use their skills if they could. Examine ways to use those skills.
  3. Uncover interpersonal concerns and trust issues that could unintentionally sabotage the team.
  4. Ask for feedback from team members about your own performance.
  5. Fill gaps in your game plan by cross-training or adding training where employees are willing.
  6. Motivate and influence by listening to and discussing employees' ideas. Explore how to make the idea work—not how the idea doesn't fit. Be willing to entertain change.
  7. Review employees' KPI's and establish steps to accomplishing them. Review progress, understand constraints, and motivate employees forward.
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## What is Workplace Coaching? (continued)

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**Coaching types  
summary  
activity**

Fill in the blanks below with the correct type of coaching being described, either Feedback or Developmental.

1. \_\_\_\_\_ coaching is driven by the participant with the manager's input.

**Examples:** What does the participant want to change? What does the participant see as a problem? Of all the skills and knowledge that would enhance our team goals, what does the participant want to gain?

2. \_\_\_\_\_ coaching is driven by the manager in response to observed coaching moments. Examples:

**Examples:** Marie and Diedre are arguing; what communication strategies need to change? Frerre is absent from several meetings because he's too busy; how can he manage his workload better?

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## What is Workplace Coaching? (continued)

### Coaching opportunities activity

**Part 1:** For each encounter, decide what type of intervention is being used by the manager: Developmental coaching, Feedback or Remediation. Circle your choices.

Scene 1		
Develop	Feedback	Remediation
Sara is angry about not getting an award. After the awards ceremony, the manager overhears her speaking negatively about the winner. The manager decides to address her attitude before it becomes a bigger problem.		

Scene 2		
Develop	Feedback	Remediation
A new manager has been moved in to help improve productivity. Within a few days, she notices that Bob, who's been with ResMed for six years, has trouble saying "no" when people ask him for help. The manager wants to get to know Bob better before deciding what to do about it. He sets up an initial meeting to learn more about Bob's ambitions.		

Scene 3		
Develop	Feedback	Remediation
Tara is ambitious, which bugs Bart, who's quiet, but just as good at his job. The manager is unaware of the conflict. One day, Tara storms into his office and plunks a derogatory cartoon on his desk. "This was on my computer. You need to do something about Bart," she demands. The manager calls Bart into his office right away.		

Scene 4		
Develop	Feedback	Remediation
A manager wants to improve productivity. She's noticed that Bob, who's been with ResMed for six years, has trouble saying "no" when people ask him for help. As a result he doesn't always get his own work done. When it happens again, the manager sets up a meeting with Bob to talk about how he can get his work done while still being helpful to his co-workers.		

**Part 2:** For each encounter, think about what type of intervention would be appropriate. Would your intervention be developmental coaching, feedback or remediation? Circle your response.

Scene 5		
Develop	Feedback	Remediation
Sales for Brigita have slipped dramatically. The market has recently shifted, which requires a new way of doing business. Brigita has attended a new sales training already, but so far hasn't changed her approach to selling.		

Scene 2		
Develop	Feedback	Remediation
Bobby has been with ResMed for two months. He has consistently shown acceptable, but average, performance. You believe he's capable of so much more.		