



Coaching for Engagement

Coaching provides us an opportunity to unlock potential in our team members, correct performance issues using a growth mindset and maintain engagement.

Managers should want their team members to know they are a valued part of a successful team that is doing meaningful work. Managers also should be working to build an environment where trust is a foundation. These mindsets can be influenced by regular communication and feedback a manager has with their team members. They are based, in part, in lived reality as well as the constructed perception of your team. You have a role in helping construct both the environment that your employees experience and positively influencing how they see themselves in this environment.

In other words, investing time in coaching and giving feedback can unleash new potential in your team.

Successful coaching requires an investment in understanding the work of your team and the individuals who make up your team as well as your own expectations and those of your supervisor, team and those you serve. It also requires lot of listening and asking questions. The kinds of conversations with employees that a coach employs should be regular and inquisitive – but do not necessarily have to be long. They help build relationships and understanding among team members.

We have a responsibility as leaders to do our part to help a team member feel engaged at work so that they can make a contribution that moves our team and organization closer to our goals.

The resources on the following pages are meant to help you diagnose ways you can improve your coaching ability.

Engagement is highest when we feel we are a valued member of a winning team doing meaningful work in an environment of trust.

Miller, S., Davis, T., & Olsson, R. V. (2019). *Everyone deserves a great manager: The 6 critical practices for leading a team*. London: Simon & Schuster.



Understanding myself, my boss and my team

Understanding myself as a manager

What are my strengths as a leader?

What are my weaknesses as a leader?

What are the gaps I have in my understanding the work of my team?

What do I wish was different about my work environment? Team?

Understanding my supervisor

What are my supervisor's goals and objectives? Can I explain them?

What kind of pressure does my supervisor feel? From me? From external forces? Internal forces?

Does my supervisor have a preferred workstyle? Anything that would help me work in a way that is more aligned with their approach?



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Understanding my team

What are my team members' goals and objectives? Can I explain them? Can I help them meet them?

Are there things that are going really well at work for this team member? If so, what are they?

Are there things that I would like the team member to improve upon? If so, what are they?

Can my team member explain my expectations of them?

Managing Yourself and Others

What I do Well			
What I Struggle With			
	Myself	My Supervisor	My Team



Tips for coaching sessions

Hold coaching sessions at regular intervals

- Remember, regular can mean short informal conversations!

Prepare for the meeting

- Think about the goals of your conversation. What would you like to learn from your team member? What would you like to share?

If your team member has a challenge, don't give them the answers—ask your colleague what they would do!

- Part of coaching is helping your team member problem solve.
- Ask questions like: What have you tried? Have you encountered problems like this before? In your opinion, what's in the way of a solution?

Minimize distractions

- The worst thing you can do while in a coaching session is to be simultaneously 'coaching' and answering emails or on your phone checking a text. If you don't have time for the conversation, politely ask if you can reschedule when you expect to have less interruptions and be sure to follow up.

Summarize your understanding

- When your team member shares something with you, summarize their response. Pay attention to what they said, but also think about what they may not be saying.

Use Empathic Listening

- Be curious! Instead of assuming you know other peoples' thoughts, feelings and perspectives, you are seeking to learn what they see and how they feel.