**How to build a trusting coaching relationship**

1. Demonstrate that you have people’s best interest in mind by genuinely promoting a win-win approach, showing compassion, and listening intently to their needs and concerns.
2. Show consistency between your words and actions by making realistic commitments and demonstrating follow-through. Do not overpromise. If you state that a change is important, then follow through to see how the person has changed.
3. Be predictable by letting people know what to expect from you.
4. Let people know how you are trying to balance individual and organizational interest.
5. Explain changes and apparent discrepancies in your actions.
6. Be aware of your own capabilities so that you will know what you can do for the person you are coaching, and when you need to tap the expertise of others.
7. Be willing to admit when you have made a mistake.

**Creating a Coaching Plan**

**#1 How to help people identify development objectives**

1. Goals and Values
   1. What do you value and care about most?
   2. What is important to you in your work and career?
   3. What are your career interest and aspirations?
   4. What gives you the greatest sense of satisfaction and reward?
   5. What gives you the least amount of satisfaction? Why?
2. Abilities
   1. How do you view your performance and capabilities?
   2. What skills are your strengths? In what areas are you most likely to offer your expertise to others?
   3. Where do you need to improve? In what areas do you turn to others for assistance?
3. Perceptions (you may be able to share some of this information and encourage the person to gather). Think about how the person performs in areas critical to success in current and future roles.
   1. How do others perceive you?
   2. Think about personal observations, feedback from others about your capabilities, and your reputation among people at different levels in the organization.
4. Success Factors
   1. Share your expectations and the organization’s standards or expectations for current and future roles.
      1. These factors comprise the expectations regarding performance and behavior relative to current and future roles and responsibilities, organizational and team objectives, and market and business challenges. Information you might share or encourage the person to gather:
         1. Clear expectations of performance for the person’s current and possible future roles, including skill requirements, required experiences, and additional educational needs.
         2. The mission and strategic plans of your organization.
         3. Pressing issues and goals that face your organization, including internal and external perspectives about industry trends and competition.
         4. Capabilities in greatest demand in your organization, and which of them are expected of this person, now and in the future.

**GAPS Grid: Critical Information for Development**

|  |  |  |
| --- | --- | --- |
|  | Where the Person Is | Where the Person Is Going |
| The Person’s View | **Abilities:**  How the person sees him- or herself | **Goals & Values:**  What matters to the person |
| Others’ Views | **Perceptions:**  How others see the person | **Success Factors:**  What matters to others |

#2: Once a person’s learning objective has been determined, decide how you need to be involved in the developmental process. You might be involved in the following ways:

* Identify role models or be a role model
* Observe the person
* Debrief about the person’s activities and learnings
* Link the person with someone else in the organization for assistance
* Approve attendance at a development program
* Provide feedback
* Arrange for an assignment
* Provide ideas for options

#3: Investigate what learning style works best for the person. Does he or she learn best by seeing something done, by doing, or by listening or reading?

#4: Determine your strategies for working one-on-one with the person, orchestrating resources and learning opportunities, and enhancing self-reliance.

#5: Suggest reading, training programs, and online resources to supplement the person’s development. Also think of ways you can help him or her apply learning to the job.

#6: Find ways to help the person overcome typical obstacles he or she is likely to encounter during the development process.

**Coaching Plan Template**

|  |  |
| --- | --- |
| Person’s name: | |
| Person’s Learning Objective(s): | My Involvement as Coach: |
| Person’s Criteria for Success: |
| Working One-on-One  Orchestrating Learning Opportunities  Enhancing Self-Reliance | Time Frame |
| Recommended Resources: | |
| Overcoming Obstacles: | |