Coaching -3

What's not being said...

You can "listen" even when someone isn't talking. People also communicate valuable information through body language

To tell if someone is feeling engaged and positive, ask yourself

Is the person's body language open?	Is the person engaged?	Does their body language suggest agreement?
Someone who is "open" often sits at ease—hands visible, shoulders relaxed.	People who are interested in a dialogue tend to lean in.	People who are allied in a common purpose tend to adopt the same body position.

Tip

Body language can be deceptive. For example, a person with crossed arms may be nervous, defensive, excited—or simply cold. Or they may be from a different culture with a different way of expressing emotion than yours.

Your observations, in check

You've helped your team member reflect on the situation, you've listened, and you've asked questions to uncover deeper insights. **Nice work … but when do you give *your* input?**

Your observations and feedback have a valuable place in the coaching conversation, but you should always give them with the intent of helping the person learn and grow.

Never force a solution on someone.

When you share your thoughts:

- Make sure your team member **is receptive**.
- Present your ideas and feedback **in neutral terms**.
- State your **opinions as interpretations** of what you observed.
- Stick to **what is relevant** in this session.
- Check in with the person. Ask, "**Is what I've shared useful for you?**

Give Constructive Feedback
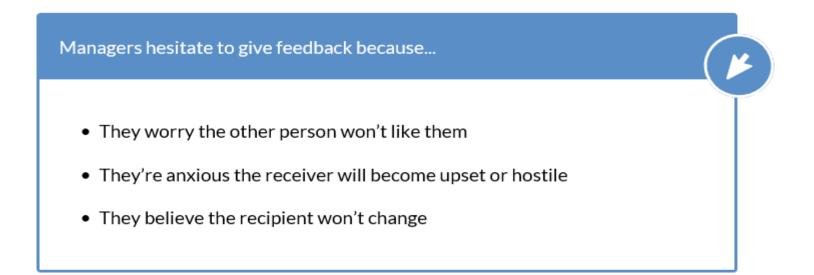
Coaching, feedback, or both?

Coaching and feedback are different—but equally useful—approaches to fostering growth and learning.
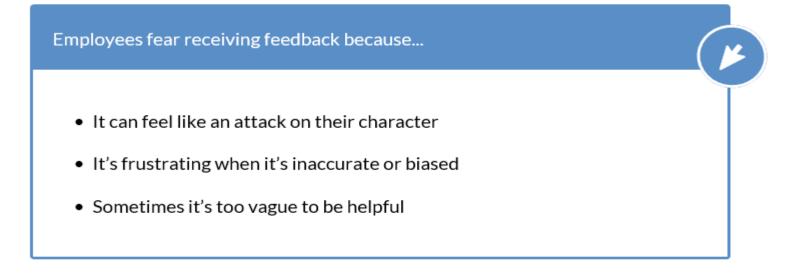
Coaching is an ongoing relationship in which you help others continually reflect on and improve their performance.

Feedback is simply the sharing of observations about work-related behaviors. Sometimes you will give feedback during a coaching conversation, and sometimes you won't.

Why feedback is hard

Let's get it out of the way—**people don't like giving or receiving feedback. But why**

Managers hesitate to give feedback because…

- They worry the other person won't like them
- They're anxious the receiver will become upset or hostile
- They believe the recipient won't change

Employees fear receiving feedback because…

- It can feel like an attack on their character
- It's frustrating when it's inaccurate or biased
- Sometimes it's too vague to be helpful

The good and the not-so-good

Feedback typically has one of two goals

Leverage strengths

To encourage existing desirable behaviors—something the person can build on

Close gaps

To highlight opportunities for improvement—something the person can work on and get better at with practice

Focusing on strengths is important, but focusing *only* on strengths can hinder an employee's success. When you give constructive feedback to help someone close performance gaps, you help them reach their goals.

Craft your message

Know the facts	Focus on the person's goals	Highlight behaviors, not personal traits
Make sure you are clear on what happened (who, what, where, and when) and what outcomes (positive and negative) you want to address.	Refrain from giving feedback on unrelated issues.	Be explicit about what the person has or has not done without judging their character or intent. Avoid statements that begin with "You always..." or "You never...."

More than words

Provide feedback:

In a timely manner	Try to give feedback as close to the event as possible. Focus on what's immediately relevant, not things that happened in the distant past.
After you've listened	Allow the person you're coaching time to air their own thoughts. Your comments will be more relevant after you've listened.
With permission	Make sure they are receptive and ready to listen. Say, "I have some thoughts. Would you like to hear them now?" or "Are you interested in feedback?"
In small doses	Too much feedback can be overwhelming. Make your comments and then check in: "What's your reaction to this?" or "Do you have any questions for me?"

Be generous with information

As a manager, feedback isn't the only type of input you'll give members of your team. You may want to share other types of information that they may benefit from, including:

- Observations
- Business information
- Advice, perspective, or encouragement
- Relevant personal experiences

Sharing a relevant story, information, or piece of advice can help others apply those concepts and ideas as they seek to achieve their goals

Thanks for completing the course !