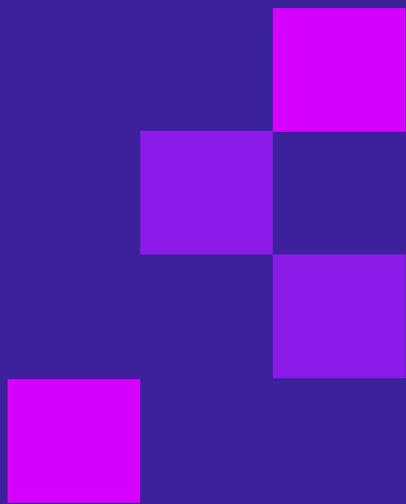


THE ROLE OF MANAGERS

in the Coaching Engagement





As a Manager with direct reports undertaking coaching, what role should you play in the engagement?

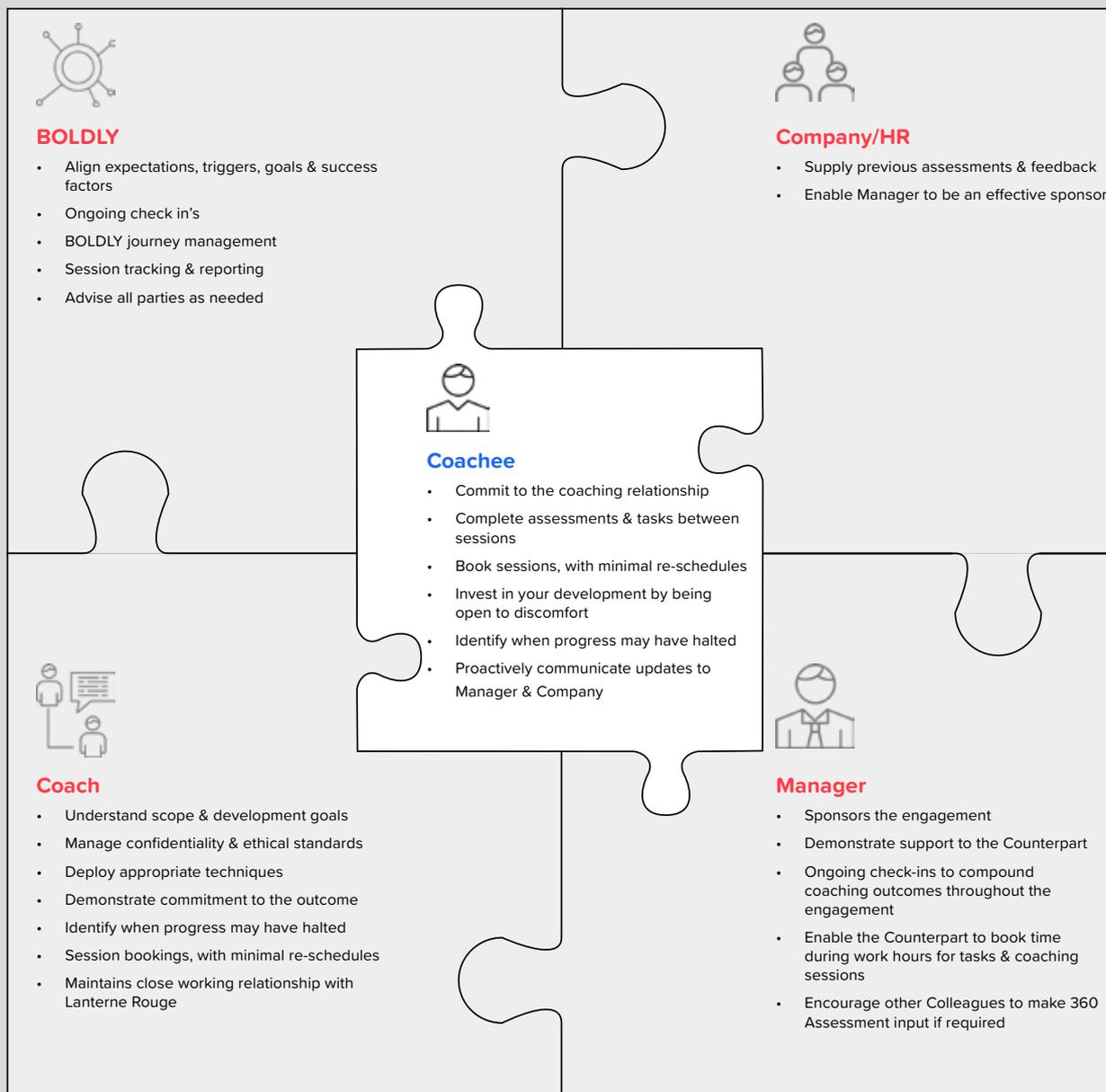
Working with an external Professional Coach is a great opportunity for your direct report to develop their skills and competencies, and it's important that you're actively involved as their Sponsor to see the best outcomes for them.

Unlike a Mentor, a Professional Coach acts as a thought partner to help prompt mindset and behavioral changes with your direct report over time. Coaching is an investment in your most motivated, high performing team members, who have the potential to make sustained progress in their personal development and impact on the organisation.



Whose role is it anyway?

Together We can achieve great coaching outcomes & grow our commitment to a quality coaching culture.



All Of Us

- Give timely open & honest feedback on coaching
- Use BOLDLY to communicate & support session delivery
- Communicate openly, ongoing

Here are some ways to ensure you're actively enabling your direct report, and ensuring their development investment is compounded:

1 **Confirm are they ready?**

Before Coaching starts, check in with your direct report to confirm any gaps in understanding are met, and any barriers to success can be addressed. Your direct report needs to be ready to start Coaching with clear goals, motivation and support.

You play an important role in ensuring that the direct report sees this as an exciting opportunity for development, and an investment in their career. Ensure they have put time aside, and that they are prioritizing the time with their Coach appropriately.

2 **Articulate triggers and make input to goal setting where needed**

As the Manager, you can ensure all parties understand the initial prompt for the coaching engagement. If these triggers are not clearly shared and understood, there will be a flow-on impact for creating goals and the outcomes of the engagement. Give specific examples and feedback to contribute to goal setting.

- What has triggered the Coaching engagement- e.g. the Counterpart's request, an assessment with specific areas of focus, feedback from the team, work performance, an upcoming role rotation or project, etc
- What will 'good' look like when these coaching triggers are addressed?
- What outcomes would you expect from the development experience, considering the starting point?

Bear in mind, as the Manager your voice is essential to this goal-setting process, and you may have had a role to play in instigating the coaching! This is great. However, from this point on, your direct report is in the driver's seat - their motivations, experience, and personal goals will come to the forefront of their coaching conversations. The Professional Coach will continue to bring your voice, and the voice of the organisation into the coaching meetings for reflection and insights, however your direct report has the most to gain (or not) from this relationship, so their goals will be primary in this relationship. Take the time to continuously calibrate on these goals and motivations with your direct report in your subsequent 1:1 meetings with them.



3

Clarify expectations for your involvement

Work with your HRBP, the Professional Coach and your direct report at the start of the coaching engagement to gain a shared understanding of how you as the Manager can support and to what level you will be involved.

- What input can you share about your direct reports strengths and areas for development?
- Will there be sessions for you to attend?
- Are there 360 or other assessments to complete, and do you need to encourage other team members to complete them?

- How should you communicate this request to your direct reports peers?

Through this expectation setting phase, it's important that you communicate that you understand the confidential nature of the coaching engagement, and that nothing will be disclosed to you or the HRBP without the permission of the direct report. The relationship between the Professional Coach and your direct report is one that is essentially built on trust, and you should articulate your respect for the space they are working in together. Your role is to get actively involved where invited.

4

Proactively offer your support throughout

While your direct report is undergoing coaching, it is important to give feedback on their development areas with specific examples as you see them evolving. Make yourself available for additional

conversations throughout that period to signal you are committed to their success, and available for practical support as needed. Your best way to show support? Open questions and curiosity.



5

Recognise the results

Contributing to a successful, productive, and meaningful coaching experience will lead to a range of benefits. Depending on the case, this might include:

- Increased effectiveness and performance;
- Increased motivation direction within the team;
- Decreased need for crisis management or stakeholder intervention;
- Positive feedback from colleagues and customers;
- Strong working relationships among and with staff;
- Engagement and retention

Depending on the goals your direct report has set, you should continuously observe their traction, and keep an eye on secondary indicators of their progress. It might be 6 or even 24 months following coaching before some of the more profound impacts of the coaching engagement come to fruition, as your direct report continues to reflect and make 'sense' of their development, compounding it with experience. Keep watching. And the best way to know if coaching is working? Ask your direct report! .

Ready to get
your staff a
BOLDLY coach?

GET IN TOUCH

