Leader Coaching Workbook

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       Coach   **Date**   **Leader**

Coach	**Date**	**Leader**

Section	*Topics Covered*	*Suggested Duration*
1.Focus Goals	• Identify the specific purpose of the coaching session, identify short- and long-term goals. • Discuss expectations of the coaching session (make a note and revisit at the end). • The coach communicates to the leader the developmental tasks for the coaching session, incorporate feedback from the SAID-I, SA-IA, and LDR180 assessments.	5 minutes

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Section	*Topics Covered*	*Suggested Duration*
2.Clarify the Leader's Self-Awareness	• The coach and leader work together to define both strengths and developmental needs. • Both the coach and the leader communicate perceived strengths, developmental needs, and focus areas to improve performance. • Both the coach and the leader agree on areas of developmental needs. • Use SAID-I, SA-IA, and LDR180 assessment feedback to inform specific needs.	10 minutes

Questions Asked

What strength(s) from your assessments do you want to put in your IDP?

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What developmental need(s) from your assessment do you want to put in your IDP?

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Section	Topics Covered	Suggested Duration
3.Uncover Potential	• The coach facilitates self-awareness of the leader's potential and developmental needs by guiding the discussion with open-ended questions. • The coach actively listens to how the leader perceives potential. The aim is to encourage the free flow of ideas. • The coach also assesses the leader's readiness to change and incorporates this into the session. • Refer to feedback from SAID-I, SA-IA, and LDR 180 assessments as necessary.	15 minutes

Questions Asked

How do you perceive potential?

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How do you intend on maximizing potential?

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| | Coach | | Date | | Leader | |

Coach   **Date**   **Leader**

Section	Topics Covered	Suggested Duration
4.Eliminate Developmental Barriers	• The coach identifies developmental needs with the leader and areas that may hinder self-development. • The coach helps the leader determine how to overcome barriers to development and implement an effective plan to improve performance. • The coach helps identify potential sources of support for implementing an action plan.	15 minutes

Questions Asked

What might be a barrier preventing you from developing a different behavior?

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What could you do to overcome this barrier to development?

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Coach	**Date**	**Leader**

Section	Topics Covered	Suggested Duration
5.Develop Action Plans	• The coach and the leader create an Individual Development Plan (IDP) defining actions that can improve performance/personal growth within a given period. • The coach uses the Project Athena resources to communicate those self-directed activities the individual can accomplish to improve performance in a particular competency.	30 minutes

Questions Asked

What milestones are achievable?

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How will you measure success?

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What will enable your attainment of these goals?

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Coach	**Date**	**Leader**

How will you get feedback on how well you are doing?

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What support will you need to accomplish your development objective?

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Section	Topics Covered	Suggested Duration
6. Closing Session/ Follow-Up	• Revisit expectations to close the session, were expectations met? If not, address areas of concern. Coaches should conduct periodic follow-ups as part of a larger transition. • Both coach and leader should provide feedback concerning the effectiveness of the assessment, the usefulness of the information received, and progress made. • Coaches provide frequent informal feedback and timely, proactive, <u>formal counseling</u> to regularly inspire and improve subordinates.	Ongoing

Questions Asked

May I offer you some thoughts on a couple of ideas for developmental activities, outcomes, and measurements to consider for your IDP?

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