

## Coaching for Success

When **coaching for success**, here are some key points to remember:

- Do the diagnostics – the homework!
- Talk to the people – direct reports, peers, manager, and internal customers – and read the most recent 360.
- What are the derailers? What actions, behaviors or attitudes are getting in the way of success?
- Find out the performance objectives. We're coaching for improved performance - always.
- Recognize the issues. Is this a candidate who is failing and needs a lifeline or a hi-po striving for success with some blind spots or potential derailers? Perhaps it's a young manager needing additional guidance in leadership and management skills.
- Probe for the real issues – what's really getting in the way?
- Understand the behavioral characteristics – assessments help.
- Follow-up on lessons learned by the coachee and reinforce.
- Get the coachee to share experiences – what's working, what isn't.
- Provide tools and techniques for coaching skills and managing with EI.
- Give homework (including reading assignments).
- Get commitment to change, the key ingredient for success.