



COACHING CATALYST

UNLEASH EMPLOYEES' FULL POTENTIAL

SOCO

HOW TO USE THIS GUIDE

“

*I cannot teach anybody anything, I
can only make them think.*

– Socrates

”

While training is important initially, leading a team that knows **what it should do** and one that **does what it knows**, are two very different things.

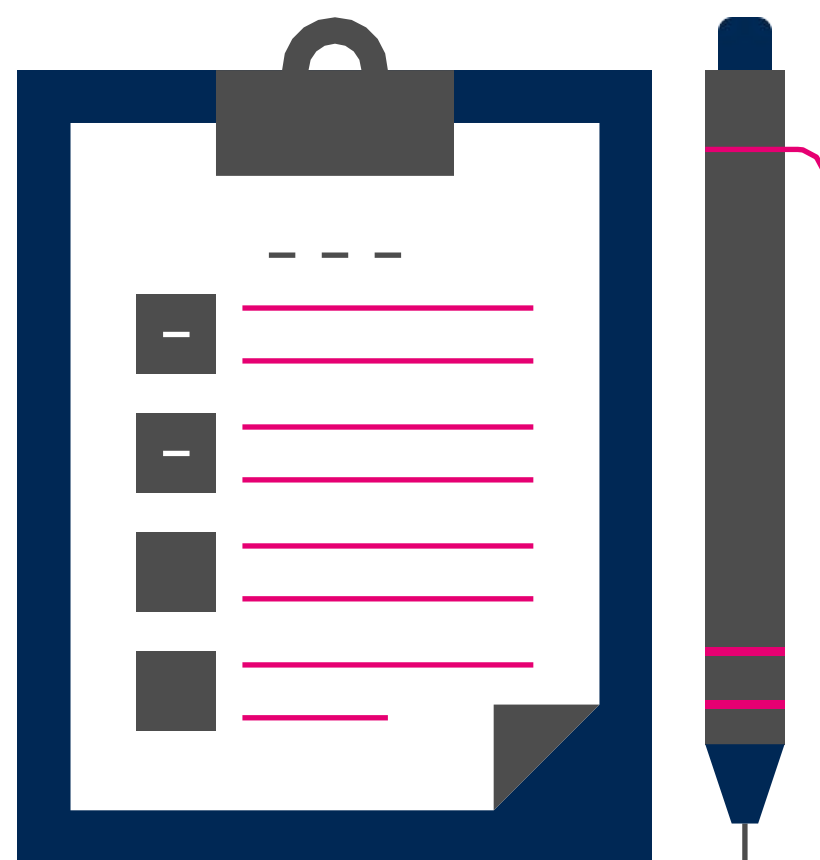
Companies often invest time and money developing the initial skills necessary for new hires to hit the ground running but neglect to invest in ongoing training due to the cost, the time requirements, or even poor past results.

Although common, this approach can harm job performance and organisations as a whole.

Coaching Catalyst is your all-in-one tool for keeping teams on track to achieve their goals.

Simply follow the contents below in chronological order to prepare, document and evaluate your coaching sessions.

Alternatively, take what you need now and refer back for guidance when necessary.



We hope it helps, happy coaching!

WHAT IS COACHING?

Coaching is a method of improving performance, unlike training, which seeks to improve the team's skills by telling them what they need to do.

Coaching focuses on helping the individual discover they have the answers and skills. To do so, coaches ask questions to help professionals find the answers instead of being given the answers.

To summarise, coaching is a leadership skill that creates engaged employees and improve an organisation's performance.

Feedback VS Coaching: What's the difference?

Many leaders misunderstand the difference between Coaching and Feedback, yet when appropriately used together, they provide a powerful tool for improving employee performance.



Coaching is asking, not telling. The objective is to help your employees self-actualise their potential. Your role as a leader here is to serve as a facilitator who guides, prompts and supports the employee to think and work towards their best possible performance.

Feedback is telling, not asking. The objective is a simple communication exchange and is often reactive to a situation. Your role as a leader is to deliver a clear message in the hopes of changing employee behaviour and, ultimately, their results.

IMPORTANCE OF PRIORITISING COACHING



Not only does coaching help teams improve their performance by receiving valuable guidance, feedback and practice. But it also allows managers to improve their processes by identifying areas of weakness in their teams.

Yet, the biggest reason coaching is important is that it's profitable. A study from CSO Insights reveals a correlation between quota attainment and coaching. When coaching skills exceed expectations, 94.8% of reps meet quota. When coaching skills need improvement, only 84.5% hit their quota.

In Summary

When coaching is done effectively, team members become more autonomous and self-sufficient.

Professional coaching empowers the individual to take ownership of the actions necessary, which makes them more likely to do it and to be happy with the result. As we all know, no one likes to be told what to do.

When coaching is done one-on-one or as a team, group discussion and self-reflection are harnessed to maximise results.

COACHING COMMUNICATION

BEST PRACTICES

1 Know Your Role

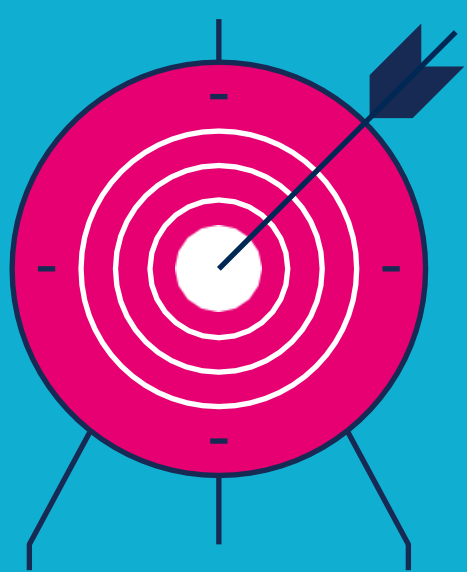
You don't want your boss to tell you how to do your job, why do you think your team does?

A better approach to dictating behaviour is to suggest different ways they can perform their jobs more productively to accomplish their goals.

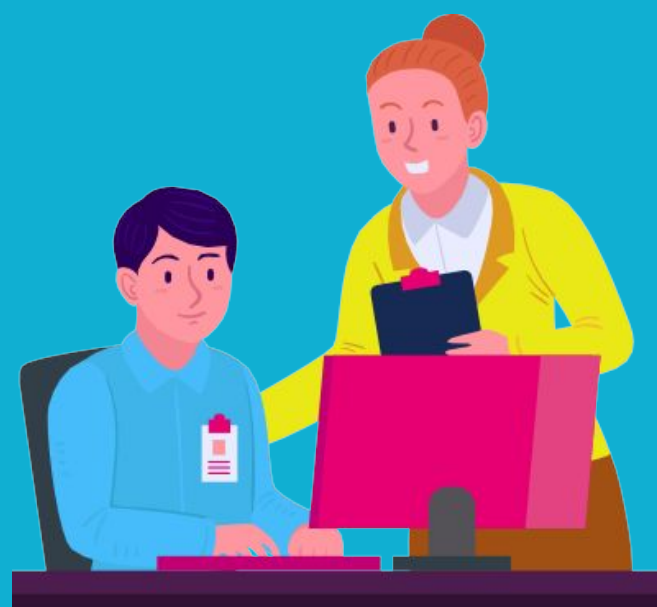
Forget about using a one-size-fits-all mentality — it doesn't work.

The heart of coaching is helping a staff member find ways to use their abilities to the fullest.

Your goal is to assist each member of your team to **create and define goals**; **provide guidance** on how to reach these personalised goals; and finally, **offer support and motivation** when the person falls short of these goals.



DEFINE GOALS



PROVIDE GUIDANCE



OFFER SUPPORT

2 Establish a Coaching Agreement

Create a safe, supportive environment that produces ongoing mutual respect and trust. Let your team know it's a safe place for them to share and that they're free to be themselves. Collaborate with them as equals to design a change agenda that is focused on them.

3 Review Interpersonal Skills

While most of us don't start our day with the goal of upsetting our teams, we must recognise the importance of good interpersonal communication skills.

Useful skills include reframing, the use of metaphors, constructively challenging your team and managing the conversation at crucial moments.

Try to avoid the trap of giving advice, but if unavoidable, keep your perspective to one succinct sentence and use language like 'What worked for me may not work for you, so just take what makes sense and leave the rest.'

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4 Practice Active Listening

Are you distracted by incoming emails and SMS messages or are you focused completely on what the team is saying and is not saying?

You need to hear their concerns, goals, values and beliefs about what is and is not possible.

Think: Are you attending to your team's agenda or your own?



5 Use Powerful Questioning

There are different types of questions in a coaching conversation that evoke discovery, insight, or a commitment to action. Use questions to create thinking space for them to generate new perspectives such as, 'How do you feel about using these presentation materials versus not using them?'

NOTES

A large, empty rectangular area with a light gray background, intended for taking notes.

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COACHING PLAN TEMPLATE

Employee name:	Date:
Coaching Manager:	Position:

	Coaching Improvement Plan
Current Activities	
Objectives	
Challenges	
Results Q1	

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COACHING PLAN TEMPLATE

Results Q2	
Results Q3	
Results Q4	
A follow up review meeting will take place on:	

Coaching Acknowledgement

Employee name:	Date:
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42+ COACHING QUESTIONS

There are different types of questions in a coaching conversation that evoke discovery, insight, or a commitment to action.

SOLUTION FOCUSED COACHING QUESTIONS

The Miracle Question

You can use these questions to help your team see how the future will be different when the problem is no longer there. For example, you could ask: “If you woke up tomorrow, and a miracle happened so that you no longer felt nervous during sales presentations, what would you see differently? What would the first signs be that the miracle occurred?”

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Scaling Questions

Scaling questions can help identify useful differences for your team and help establish goals too.

The ends of a scale range from the “worst the problem has ever been” (zero) to “the best things could ever possibly be” (ten).

For example, you could ask: On a scale of 0 to 10, if 10 is the ‘miracle’ and 0 is the complete opposite, where would you put yourself now?”



Know-How

These questions help your team identify their strengths and resources.

For example, you could ask:

- “What tells you that you are a at ‘n’ on the scale rather than a 0?”
- “What is the highest you’ve ever been on that scale?”
- “When was that? What were you doing?”
“How did you do that?”
- “What would other people say you are already doing well?”

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Affirm

Even the most challenging situations with your team have positive examples of coping that can be drawn out and affirmed. For example, you could say: “I can see that you get really nervous making sales presentations, yet I’m impressed with how you manage to do everything necessary to get through your presentations. How do you do that?”

Action

The goal is for your team to repeat what has worked in the past and to help them gain confidence in making improvements in the future. For example, you could ask: “Suppose you were one point higher on the scale. What would you be doing more of, less of, or differently? What’s the next small step for you to take?”



Review

Asking your team to summarise their action plan will result in greater accountability and ownership. For example, you could ask: “What actions will you take as a result of our conversation? How will you hold yourself accountable? How can you track your progress?”

As a result of coaching, your team will experience fresh perspectives on challenges and opportunities, enhanced thinking and decision-making skills, enhanced interpersonal effectiveness, and increased confidence in their day-to-day selling activities.

GROW MODEL COACHING QUESTIONS

GOAL: “What do you want?”

- “What do you want to achieve from this conversation?”
- “What problems are you trying to solve?”
- “Is there anything we could work on that would improve your work experience?”
- “What are the benefits of achieving this goal?”
- “Will anyone else benefit? In what way?”
- “How would it feel to achieve this goal?”



REALITY: “Where are you now?”

- “What action have you taken so far to achieve your goal?”
- “What is motivating you toward your goal?”
- “What is stopping you from achieving your goal?”
- “If things don’t change, how will it impact you and others?”
- “What are the main obstacles stopping you from achieving your goal?”
- “How do you feel trying to overcome this challenge?”

OPTIONS: “What could you do?”

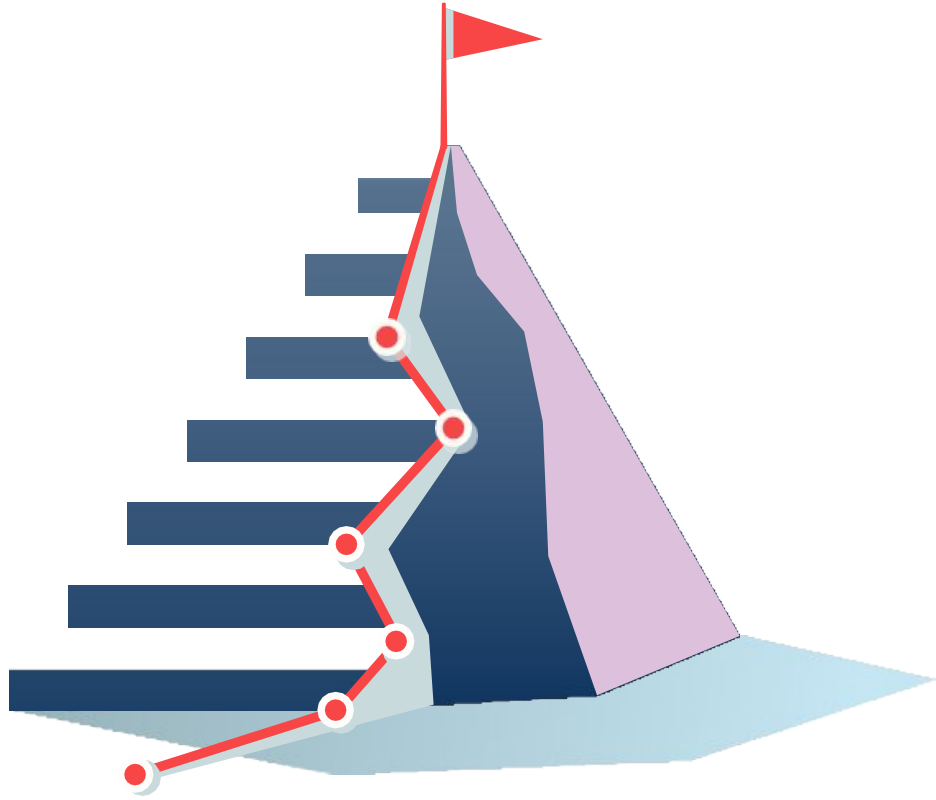
- “What’s the ideal solution?”
- “What are your other options for achieving this goal?”
- “Is there anyone you could get a different perspective from?” “How have you navigated similar problems before?”
- “What else could you do?”
- “What are the pros and cons of each option?”



WILL: “What will you do?”

- “What’s the first step you could take to realise this goal?”
“When are you going to do it?”
- “Do you anticipate any obstacles that may stop you from achieving this first step?”
- “What subsequent actions could you take?”
- “How committed are you, on a scale of 1–10, to fulfilling each of these actions?”
- “Will you need any support to fulfill this?”
- “Who could help?”
- “How would you like to follow up on this conversation?”

OSKAR COACHING MODEL QUESTIONS



Outcome

- What do you want to achieve?
- What are some goals you're looking to achieve?
- What's the ideal outcome of having this coaching session?
- What do you want to focus on improving?
- How will you know you're making progress? What will it feel like?

Scale

- "On a scale of 1-10... If 1 is nowhere near and 10 is ultimately achieving your goal, where are you on the scale right now?"
- "Where would rate others who are trying to achieve the same goal on the scale?"
- "If 10 is your end goal, what does that look like?"
- "Do you know anyone who you'd rate a 10 in relation to your goal, if yes, why?"

Affirm & Action

- What are you already doing that's working well?
- What's effective about what you're doing now?
- Would you like to change anything?
- What does the first step to change look like?
- What type of actions do you need to take now?



Know-how

- What skills do you need to acquire?
- What topics do you need to learn?
- Do you know what kind of support do you need?
- What knowledge could help you achieve your goal?
- What type of resources can help you achieve your goal?

Review

- What steps have you taken to realise your goal?
- Have you done anything differently since our last session?
- What old habits (or ways of doing things) have you stopped?
- How do you feel about your current progress?
- What are you doing that's new?

CLEAR COACHING MODEL QUESTIONS



Contract

- What would you like to specifically focus on in this session?
- What does the outcome of our conversation look like?
- How will you know if you've had a good session?
- What can I help you achieve or do today?

Listen

Actively listen to staff by looking for clarity, details, and connections to understand both what the individual thinks about this topic and how they feel about it.

Explore

Why do you feel this way?



Action

- How will you start the change process?
- What do you think could help this happen?
- Is there anyone's support or resources you may need?
- When will you start working towards this?
- How will you feel once you've begun?
- What do you think you need to do next?

Review

- Is there anything else you'd like to cover?
- How do you think you're doing?

NOTES



MEASURING & EVALUATING COACHING SUCCESS

Some examples taken from The Institute for Employment Studies' "Practical Methods For Evaluating Coaching" report include:

- How will you start the change process?
- What do you think could help this happen?
- Is there anyone's support or resources you may need?
- When will you start working towards this?
- How will you feel once you've begun?
- What do you think you need to do next?

NOTES

UNLEASH YOUR TEAM'S FULL POTENTIAL

Gain Transformative Solution-Focused Coaching Skills

No one likes to be told what to do – which is why managers use coaching to empower the individual to take ownership of the necessary actions, making them more likely to do it and be happy with the result.

Better yet, when managers implement solution-focused coaching techniques, team members become more autonomous and self-sufficient.

That's why **Management Coaching Skills Training** focuses on different coaching styles and applies them to your various work scenarios. It also increases employees' motivation and dedication by training managers in using effective questioning and listening skills to help provoke team members to create solutions and work independently on complex tasks.



[URL: https://www.socoselling.com/coaching-skills-training/](https://www.socoselling.com/coaching-skills-training/)

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