

COACHING GUIDE

for Professional Development

KNOWLEDGE ISN'T POWER UNTIL IT IS APPLIED.

- Dale Carnegie



INCLUDED IN THIS GUIDE

LEADING TO SUCCESS

Your role is important in ensuring your direct report's application of the knowledge received in their training.

TRAINING OVERVIEW

Understand the training that your direct report will be pursuing and why. Include this information in your guide for reference.

COACHING STEPS

Use these steps before, during, and after training to set your direct report, your department, and the university up for success.

SUPPORTING YOUR DIRECT REPORT'S DEVELOPMENT

Talent Development, Human Resources

You play a critical role in ensuring positive and sustainable results from your direct report's training. The support, encouragement, and coaching you provide will have a tremendous impact on their development and performance. This guide provides you with a few strategic and well-timed activities that will help reinforce the learning and transfer the benefits back to the workplace.

Using this guide will help increase the effectiveness of the training by 65%, according to a 2001 study by Robert Brinkerhoff and Anne Apking on high-impact learning.





COACHING STEPS

Step 1: Involve

This will help you and your direct report prepare for the training by having a conversation and outlining your expectations for the training.

Ways you can be supportive:

- Schedule meetings with your direct report before and after the training.
- Provide time and resources for your direct report to be successful.
- Be transparent and clear in your expectations.
 - Discuss why each specific skill is important to their success.
 - Inquire about what they hope to gain from the training.
 - Use the module objectives and list of targeted competencies to identify developmental opportunities.
 - Agree upon goals, how they will be measured, and how you will monitor progress. Have your direct report create an action plan.
 - Talk about potential challenges. Listen for and openly discuss reluctance or barriers. Work with your direct report to overcome these.

Questions you might ask your direct report include:

- What skills are you most excited to learn?
- How do you think you might apply these skills?
- What do you need from me during this process?
- What do you see as the impact for your team?

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Tell me and I forget, teach me and I may remember, involve me and I learn.

- Benjamin Franklin

TRAINING OVERVIEW AND EXPECTATIONS

Include information about the training: where, when, format, objectives and goals, targeted competencies, and application intended.





COACHING STEPS

DURING TRAINING

Step 2: Engage

As your direct report actively participates in the training, there are several ways you can still be supportive and coach along the way.

Ways you can be supportive:

- Eliminate or minimize interruptions for your direct report during training to allow them to focus.
- Provide opportunities for them to practice a specific skill with you.
- Answer questions on how you might handle certain situations.
- Encourage them to complete a learning summary to reinforce the training immediately.
- Celebrate accomplishments

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Learning is an ongoing process, not an event.

- Leadership Studies, Inc.

AFTER TRAINING

Step 3: Reinforce

As your direct report applies their new knowledge, they will make and learn from their mistakes. This is when you will have the most impact on their success.

Ways you can be supportive:

- Make time for conversations with your direct report. The conversations can be informal and quick or formal. If the meeting is formal, ask them to set the agenda so they have the opportunity to direct the conversation for you to provide constructive feedback (critique not critical).
- Encourage accountability and hold them responsible for their learning action plan.
- Measure progress and recognize successes.

Questions you might ask your direct report include:

- What insights did you gain about your abilities and strengths?
- What were the three most important things you learned from the entire training?
- From what you learned, how might you improve or enhance your abilities in this area?
- What kind of help do you need to apply what you've learned?
- What impact do you think you might contribute to the university as you successfully develop your abilities?

ONGOING TRAINING

Step 4: Coach

It has been a couple of months since your direct report has completed their training.

By this point, they should have implemented their action plan. This is the time to review their progress and amend the action plan as necessary. As they go through their plan, provide ongoing coaching and support.

Questions you might ask your direct report include:

- What areas are you concerned about?
- What would make today's session a success for you?
- What is happening now? What is the result or effect of this?
- Have you already taken steps towards your goal? Does this goal conflict with any other goals or objectives?
- What else could you do? What are the advantages and disadvantages of each option?
- What do you need to stop doing in order to achieve this goal?
- What will you do now, and when? What else will you do?
- What are your potential challenges? How will you overcome this?
- How can you keep yourself motivated?
- When do you need to review progress?

This guide was developed to assist Virginia Tech leaders in coaching their direct reports in their professional development and the application of gained knowledge.

Adapted from the Center for Creative Leadership, Leadership Studies, Inc., and Sara Canaday.