

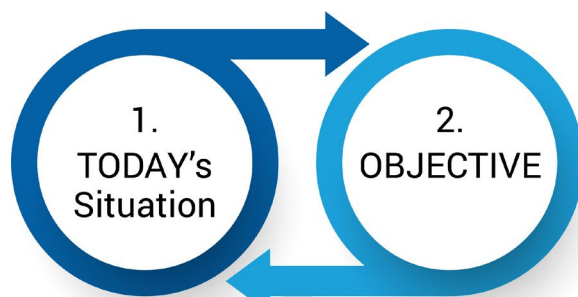
Coaching: Putting Leadership Into Everyday Conversations

Here are four simple and easy-to-remember steps for enabling more effective coaching conversations.

TOPS™ Approach to Coaching

Focus on TODAY

- Describe the current specifics.
- Status of work, relationships, resources or requirements.
- “Let me tell you what I see...”
- “What’s your view of where we stand?”
- Stick to the facts, not the impressions.



Agree on your OBJECTIVE

- Define the goal.
- Be clear about business results, timeline, activities to be completed.
- Use numbers, pictures, words, stories.

Figure out your PATH

- Discuss alternatives.
- Analyze options.
- Understand trade-offs.
- Decide on approach.

Agree on your next STEPS

- Agree on individual actions.
- “Here’s what I will do to help you.”
- Agree on milestones and checkpoints.

Conversation Preparation Form

What do you want to say?	Preparation Notes
 Focus on TODAY · Describe the current specifics. · Status of work, relationships, resources or requirements. · Stick to the facts, not impressions.	
 Agree on your OBJECTIVE · Define the goal. · Clearly state business results, timeline, and/or activities to be completed. · Use numbers, pictures, words, stories.	
 Figure out your PATH · Discuss alternatives. · Analyze options. · Understand trade-offs. · Decide on approach.	
 Agree on your next STEPS · Agree on individual actions. · Outline what the leader will do to help. · Agree on milestones and checkpoints. · Agree on communication plan.	
 Monitor the TONE · Use appropriate style for the employee. · Before the conversation, consider how the employee may be thinking about the situation and prepare for their reaction. · Explain reasoning. · Reach agreement before proceeding to the next step. · Test for understanding. · Summarize agreements.	