






# Coaching: Putting Leadership into Everyday Conversations

## TOPS Approach to Coaching



# Conversation Preparation Form

	WHAT DO YOU WANT TO SAY?	PREPARATION NOTES
 <p><b>Focus on TODAY</b></p>	<ul style="list-style-type: none"> <li>• Describe the current specifics</li> <li>• Status of work, relationships, resources or requirements</li> <li>• Stick to the facts, not impressions</li> </ul>	
 <p><b>Agree on your OBJECTIVE</b></p>	<ul style="list-style-type: none"> <li>• Define the goal</li> <li>• Clearly state business results, timeline, and/or activities to be completed</li> <li>• Use numbers, pictures, words, stories</li> </ul>	
 <p><b>Figure out the PATH</b></p>	<ul style="list-style-type: none"> <li>• Discuss alternatives</li> <li>• Analyze options</li> <li>• Understand trade-offs</li> <li>• Decide on approach</li> </ul>	
 <p><b>Agree on your next STEPS</b></p>	<ul style="list-style-type: none"> <li>• Agree on individual actions</li> <li>• Outline what the leader will do to help</li> <li>• Agree on milestones and checkpoints</li> <li>• Agree on communication plan</li> </ul>	
 <p><b>TONE of the conversation</b></p>	<ul style="list-style-type: none"> <li>• Use appropriate style for the employee</li> <li>• Before the conversation, consider how the employee may be thinking about the situation, and prepare for his or her reaction</li> <li>• Explain reasoning</li> <li>• Reach agreement before proceeding to the next step</li> <li>• Test for understanding</li> <li>• Summarize agreements</li> </ul>	