

WILY MANAGER

*Just-in-Time
Management Advice*

How to Coach When You're Not the Expert

Coaching has become a very popular business trend in the past several years. As organizations get flatter and as you progress in your career to take on roles of increasing responsibility you will more often find yourself in a leadership or coaching role where you are not the 'expert'.

How Coaching Conversations are Different

- There is an articulated focus and purpose for coaching conversations
- Accountability mechanisms are built in to the coaching conversation
- Feedback and reinforcement are part of the conversation structure



This is one of a series of free management cheat sheets available from www.wilymanager.com

A Brief Introduction to the Wily Manager 5-Step Coaching Model

Step 1 – Context: What is to be worked on, and why it is important. The conditions and constraints are also identified.

Step 2 – Clarify: The desired outcomes and goals of the coaching are articulated. These are contrasted against the current reality.

Step 3 – Create: Taking into account what has been learned in the first two steps, a coach and a team member now explore potential avenues forward, and decide upon a preferred path.

Step 4 – Commit: Specific action plans are agreed upon to reach the desired destination. Who does what by when should be written and agreed upon. Where possible, measures of success should be included as well.

Step 5 – Close: This is the opportunity to ensure all commitments are understood and the desired behaviors are reinforced. It may also be valuable to debrief the coaching session periodically at this point.

Get the Complete Topic Bundle

At Wily Manager, we offer easy-to-understand management tools and advice that you can put to work right away.

Get the complete '**How to Coach When You're Not the Expert**' topic bundle at www.wilymanager.com

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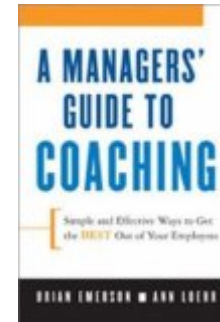
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Anne Loehr and Brian Emerson



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