

COACHING FOR BEHAVIOUR CHANGE

5 STEPS

Effective leaders are able to inspire positive growth and change. Here are four key steps to consider when coaching others for behavioural change.

1

SET THE STAGE & NAME THE TOPIC

Focus on providing a supportive message and possible reassurance that the meeting is not about discipline.

Example: "I wanted to meet with you because I value your contribution to our workplace. I want to check something with you that I have been noticing so that I can understand it better. Then, if it is a concern we can figure out how to address it together."

Name the pattern that is emerging which you wish to address. Be as concrete and objective as possible and avoid any character references such as "you are chatty."

Example: "I've noticed that you chat with your colleagues several times a day and that those conversations can sometimes be as long as 15 minutes at a time."

2

ASK FOR THEIR PERSPECTIVE & LISTEN

Ask them to share their thoughts on the matter; this shows that you are listening by feeding back what you are hearing. This helps minimize defensiveness and also will help you decide what you need to say.

Example: "I'm wondering what is going on and how you see it affecting your work."

3

PROVIDE YOUR VIEWS

Focus on how the pattern is affecting work. Reaffirm the employee's positive intentions. You may want to share your own experiences of learning with this topic. You may want to talk about what is negotiable and what is not.

Example: "I bring it up because I'm worried about how it affects your ability to concentrate on your work and the others on theirs as well. I know that you are a social person and I value the friendliness that you bring to the workplace."

Assess their understanding of what you said before proceeding.

4

DEVELOP GOALS TOGETHER

Be clear about acceptable parameters and set a goal

Example: "It's okay with me for employees to have a couple of short conversations during work time on a given day, like up to five minutes or so. Longer than that and the conversation needs to be taken to a break. What do you think makes sense here?"

Discuss any barriers to the goal.

Example: "What's going to make it hard for you to make this change?"

Discuss support that may be necessary to meet the goals.

Example: "What do you need from me or others to help you make this change?"

5

FOLLOW-UP

Plan for a time to check-in and review progress on goals. This builds accountability into the conversation.

Example: "I'll check in with you in two weeks to see how it is going."