

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 emerging pattern that you would like 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."

2

ASK FOR THEIR PERSPECTIVE & LISTEN

Ask them to share their thoughts on the matter - echoing what they are saying will show that you are listening. This will help you decide what you are going to say, and minimizes defensiveness from the other person.

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 their work, and reaffirm the employee's positive intentions. You may want to share your own experiences with this type of behaviour. It's also a good idea 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 it may be distracting to those around you 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. Any 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 any support needed 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 their goals. This builds accountability into the conversation.

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