



# How to make coaching in the workplace **actually work**



**Adam Vassar, MS**  
VP, Product Solutions





# Objectives

During this event,  
you will learn about:



Leveraging employees' intrinsic motives  
and strengths to keep top talent engaged



Accessing ready-made coaching questions  
and conversations



Using simple, intuitive tools to help all team  
leaders grow talent.



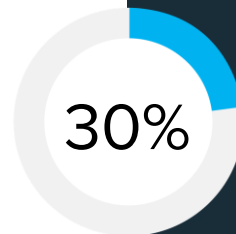
# “The frozen middle”

How do we scale  
manager development?



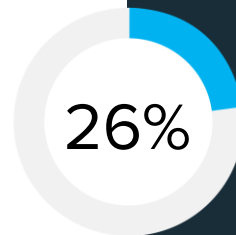


# Why do managers struggle to coach employees?



Organizations perceive their managers coach effectively\*

\*From McKinsey & Company Global Survey 2018



Employees report their manager's feedback helps them improve\*

\*From Gallup Manager Study 2020



# Core Strengths POV

## Relationship Intelligence (RQ)

- Insight to adjust your approach to make interactions more effective
- Connect people strategy to business objectives
- Build trust, generate commitment, and drive results



## Keys to Coaching

- 01** Coaching is a relationship between a manager and employee.
- 02** Tapping into intrinsic motivations is key to effective coaching.
- 03** Coaching employees involves supporting peer-to-peer relationships.



Hero's journey

# Manager as coach



Tap into  
motivation



Ask the right  
questions



Access simple,  
easy tools



# Tap into motivation



## Coaching relationship with the **coach** and **coachee**



Coach - *Why should I coach?*



Coachee - *Why should I change?*

Present Strength  
Present Results

Future Strength  
Desired Results

Present Reasons

**COACHING**

Future Reasons

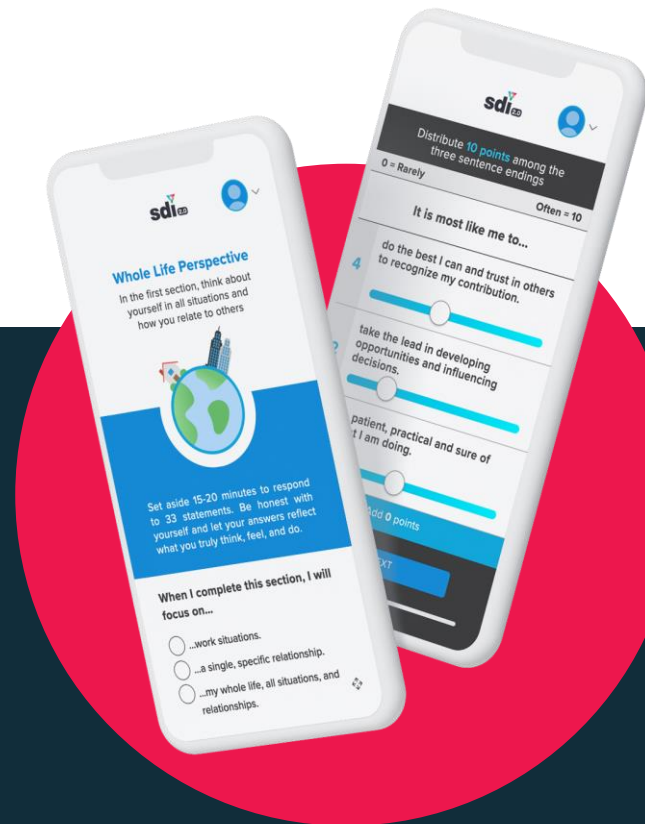
**Personality**





# Strengths Deployment Inventory (SDI) 2.0


- 15 to 20 minutes to complete
- Identify core motives
- How motives change in conflict
- Strengths most likely vs. least likely to use at work
- Strengths most likely to overuse





# Tap into motivation to Coach

Change



Demo

Victoria Patel

Director

Motives


RED

Performance

Conflict

R-[BG]

Assert-[Accommodate-  
Analyze]

Strengths 

1. PERSUASIVE

Victoria urges, influences, and convinces others.

^

2. FORCEFUL

Victoria acts with conviction, power, and drive.

^

3. LOYAL

Victoria remains faithful to the commitments they make to others.

^


## “Performance” reasons Victoria would coach:

- Drive accomplishment of team goals
- Allow the team to move faster
- Overcome obstacles to success
- Raise the team’s overall capabilities
- Pursue challenging objectives




# Tap into motivation for **Coachee change**


[Change](#)


  
**Demo**  
**Victoria Patel**  
Director


Motives  
**RED**  
Performance

Conflict  
**R-[BG]**  
Assert-[Accommodate-  
Analyze]


**Strengths** 

**1. PERSUASIVE**  
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**2. FORCEFUL**  
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[Change](#)

  
**Demo**  
**Lance Lopez**  
Intern


Motives  
**GREEN**  
Process

Conflict  
**G-[BR]**  
Analyze-[Accommodate-  
Assert]

**Strengths** 

**27. FORCEFUL**  
Lance acts with conviction, power, and drive.   
**GREEN REASONS**

- To clarify a point when he/she knows he/she is right.
- To get the information he/she needs.

**28. SUPPORTIVE**  
Lance gives encouragement and help to others. 

## “Process” reasons Lance would change behavior:

- Objectively think things through
- Be thorough to ensure accuracy
- Seek solutions that are practical and fair
- Carefully consider all consequences
- Create order from chaos



# Ask the right questions





# Telling



**Telling**

---



**Teaching**



## Coaching employees to solve problems



How do I structure the conversation?



How do I ask the right questions?



# Manager support for conversations

Coaching Sandbox

Take a Tour

Discover

Compare

Teams

Develop

Assess

Coach

Train

Account

Coaches

Coachees

Conversations

Academy

BACK

May Development Conversation


Edit

May 3, 2022

8:00 AM – 9:00 AM EDT

Virtual

Change



David Bailey (Coachee)

Programmer

Motives

Conflict

BLUE

[BG]-R

People

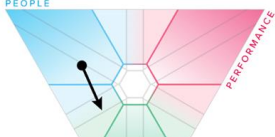
[Accommodate-Analyze]-Assert

Results

Results

PEOPLE

PERFORMANCE



RQ: Purpose & Context

Agree on the reason for the meeting and what you both hope to accomplish.

In addition to our current agenda, is there anything else you'd like to discuss today?

How does today's topic fit with your personal development goals?

How does today's topic fit with our team and organizational goals?

Given our topics for today, how can I best serve as your coach? For example, do you want to be challenged or supported today?

Is there anything on your mind that could distract us today?

RQ: Recast the Past

Clarify your understanding of recent experiences, especially with regard to judgments, assumptions, and incorrect or missing information.

How do you feel about what you've accomplished since our last meeting?

What mistakes, surprises, or unexpected results did we encounter, and what did we learn from them?

If you ran into any opposition or conflict, what were the underlying reasons for it and how has it been addressed?

What strengths best describe the way you've worked over the past week and how do you feel about that?

What overdone strengths, if any, have got in your way this week and what has been the impact on your and others?



# Manager support for questions

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BACK

May Development Conversation ⓘ

Edit

May 3, 20228:00 AM – 9:00 AM EDTVirtual

Question Bank

RQ: Co-Create the Future

RQ: Co-Create the Future

Where should we be in a week, month, or year, and what will it take to get there?

What would be the effect on us, the team, our stakeholders, and the organization if we are successful?

How will you feel when this task or goal is accomplished?

What drives each of us to want to achieve our stated goals?

RQ: Purpose & Context

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# Access simple, easy tools





## What does the manager as **coach** not need?



I don't need more work



I don't need more complexity





# How can we help managers coach in the flow of work?



Track my coachees



Track my conversation notes



Track my coaching  
conversations



Empower my coachees to  
own their development



# Track my coaching **conversations**

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Change

Adam Vassar

Motives

Conflict

HUB

G-[BR]

People-Performance-Process

Analyze-[Accommodate-Assert]

Results

Results

CONVERSATION +

Q Subject or name

All

Q david

Q Coach name or email

March Development Ctr

a month ago

David Bailey (Coach...)

demo.david+coachee@...

Adam Vassar

adam.vassar@corestren...

April Development Che

21 days ago

David Bailey (Coach...)

demo.david+coachee@...

Adam Vassar

adam.vassar@corestren...

May Development Con

in 8 days

David Bailey (Coach...)

demo.david+coachee@...

Adam Vassar

adam.vassar@corestren...

June Development Che

in 2 months

David Bailey (Coach...)

demo.david+coachee@...

Adam Vassar

adam.vassar@corestren...

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# Empowering my coachees


Coaching San

Discover Compare Teams Develop A

Coaches Coachees Convers

Conversations

Change



Adam Vassar

Motives  
HUB  
Conflict  
G-[BR]  
People-Performance-Process  
Analyze-[Accommodate-Assert]

Results

Results

PEOPLE  
PERFORMANCE  
PROCESS

Q Subject or name

All

March Development Cr a month

April Development Che 21 days a

May Development Com in 8 days

June Development Che in 2 month

Schedule Conversation

1 Coachees

2 Setup

3 Template

Let's set up this conversation

Set the subject and date of the conversation.

Subject

Support on Current Project

Start date

Event Starts \*  
2022-05-10

Start Time

8:00 AM

End Time

9:00 AM

Time Zone

(GMT-0400) America/Indianapolis

Where will this conversation take place?


Meeting type

Virtual

Meeting location

MS Teams

Conversation attendees



Daniel Runion  
dan.runion@corestrengths.com

PREVIOUS

NEXT



# Takeaways



# Scale a **manager** as **coach** culture



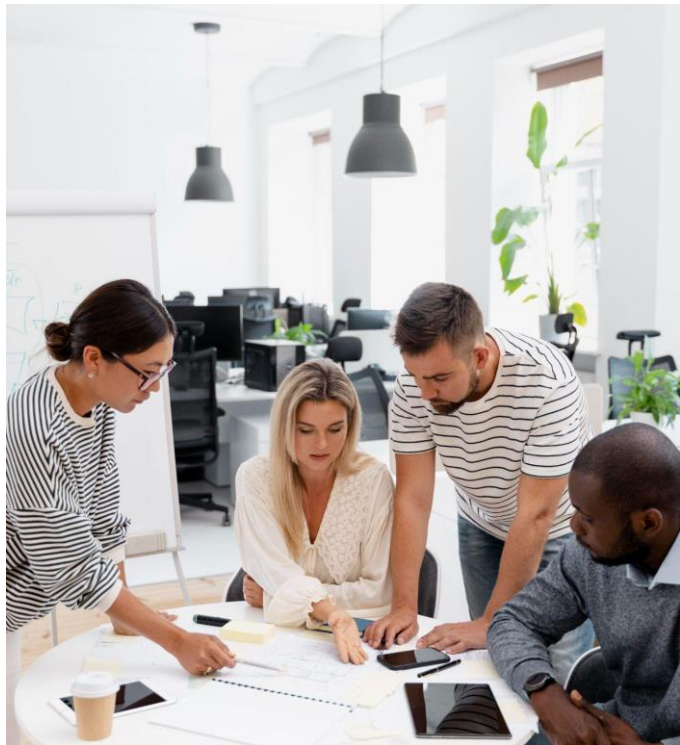
Tap into motives for both coach and coachee for a successful coaching relationship.



Support manager as coach to facilitate development conversations with the right questions.



Provide managers with simple, easy to use tools in the flow of work while empowering the coachee.

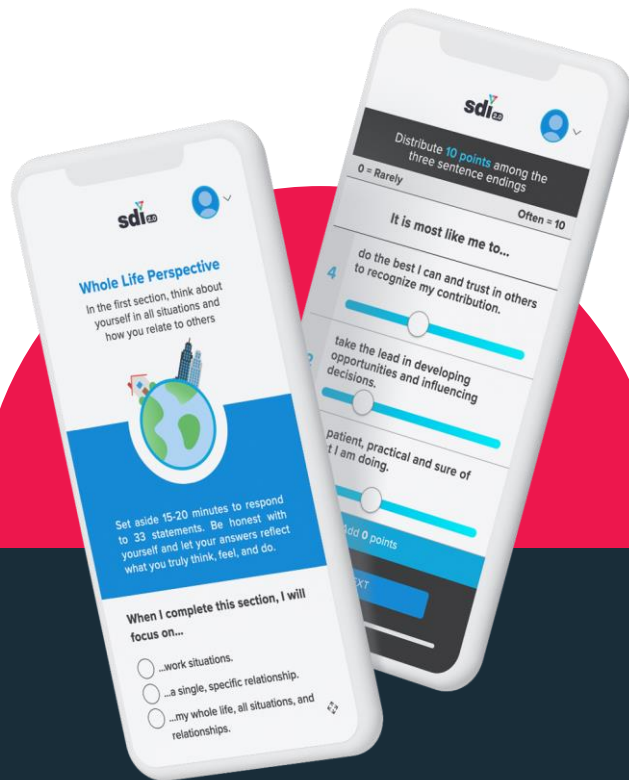




# Take the SDI 2.0



**Access Code:**  
ATD-DEMOCAST



# Thank you

