# How to train your managers to be coaching leaders

# Who we are

## MORNING BREW

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**RETAIL**

### Can Swedish meatballs revive San Francisco?

*Francis Scialabba*

Ikea is banking on it. Today, the furniture seller is opening a smaller-scale format of its iconic store in a downtown SF mall even after dozens of other retailers have said 👋 to the struggling area.

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**AUTO**

### There's only 1 new car left under $20k

*Francis Scialabba*

Car-buying wisdom if you're trying to save money: "Stick to public transit." But if the bus simply isn't your thing (or available), brace for a budget-shattering event: Cox Automotive found the Mitsubishi Mirage was the only new model going for less than $20,000 last month.

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**E-COMMERCE**

### The TikTok Shop is open for business

*Illustration: Francis Scialabba, Photo: Ridofranz/Getty Images*

A $44 pickle sweatshirt making the rounds on TikTok is the new "I mustache you a question" merch for the terminally online generation.
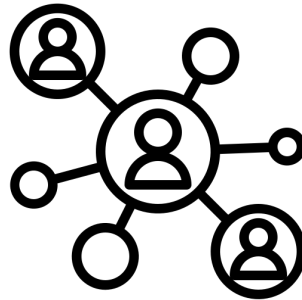
# Who we are
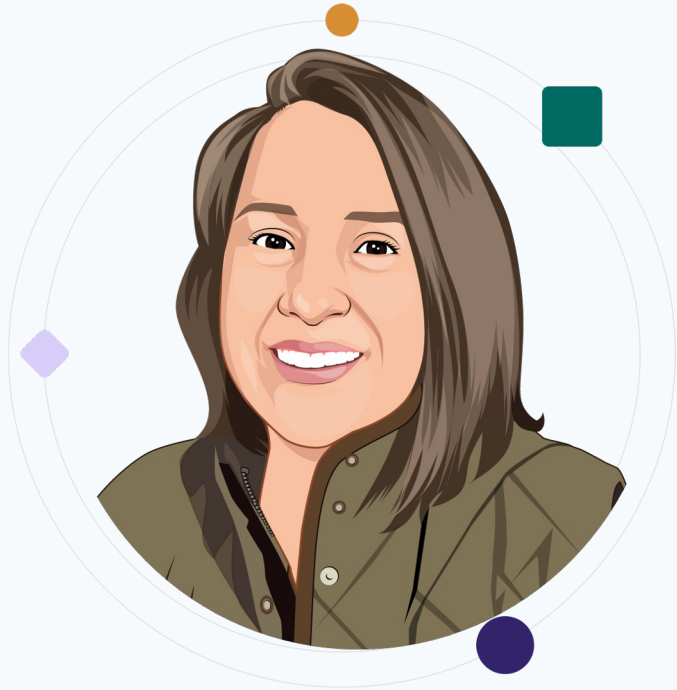
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# Today's expert

**Karen Hebert-Maccaro, Ph.D.**

GM of Education, Morning Brew

Former CEO of Executive Education, Babson College
Former HR executive in biotech & healthcare tech
companies

# What we'll cover today

## Why this matters

- Impact for your company
- Impact for employees

## Fostering the right conditions

- Fixing the leader's mindset
- Creating the conditions for trust

## How to coach

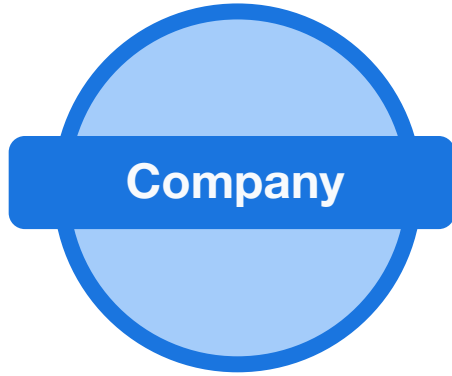- Coaching principles
- Training your team

# Why coaching matters

# What is coaching?

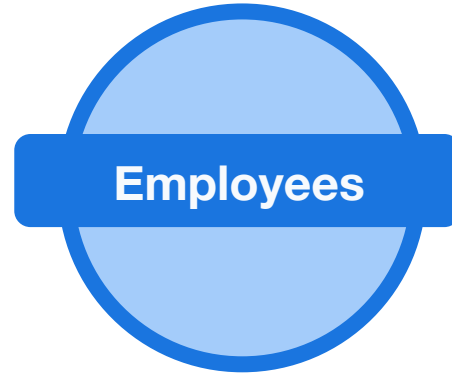# Unlock your direct report's potential to unlock your team's potential

# Coaching benefits

**Company**

**Employees**

**Retention**

**Career growth**

**Productivity**

**Development**

# Fostering the right conditions for coaches

# What you need to foster for your managers to succeed

**Trust**

**Mindset shift**

# Psychological safety

"A shared belief held by members of a team that the team is safe for interpersonal risk taking."

Amy C. Edmondson

Trust

# Psych safety is:

**Trust**

Creating a culture of openness, candor, and debate

Building deep trust among team members

When team members feel comfortable failing and learning from those mistakes

# It is NOT:

Creating a sterile environment free of disagreements

An excuse to be an asshole

A "nice to have" on teams

# How to encourage psych safety in your leaders

**Trust**

**Embrace the humanity of leadership**

**Model goal behavior**

**Celebrate smart risks**

# Changing managers' minds

**Mindset**

"Coaching is a waste of time"

"I shouldn't be asking questions: I should know all the answers"

"It's painful to know the answer and not just tell my directs"

"Coaching slows things down"

"Coaching is easy, and I already know how to do it"

# How to create the right mindsets in your managers

**Mindset**

## Facts

57 percent of workers in the US say managers in their workplace could benefit from training* on how to be a better people manager. Coaching is the key to better management.

## Support

Coaching Frameworks
Coaching Skills
Expectation of feedback

## Rewards

Measure and reward coaching behaviors. Make it part of the formal evaluation and review processes.

*According to research from SHRM*

# How to coach

**Coaching**

**=** **Good Qs**

**+** **Active listening**

**+** **Delegation**

# The superhero of management & coaching: POWERFUL QUESTIONS

**Open-ended & empowering**

**Possibility creating**

**Curious and non-judgemental**

# The most powerful, powerful question? The follow up

| Introductory questions | Mirror questions | Full-switch questions | Follow-up questions |
|---|---|---|---|
|  |  |  |  |
| "How are you?" | "Fine, how are you?" | Change the topic completely | Solicit more info |

# Your managers think they do but...

### Watch & Listen

Body language is as important as what is being said. Pay close attention. Never interrupt.

### Signal Your Fully Present

Eye contact, head nods, and even leaning forward a little all demonstrate presence. Do not multi-task.

### Listen without Judgement

While evaluation and opinions may be necessary they must come *after* active listening without judgement.
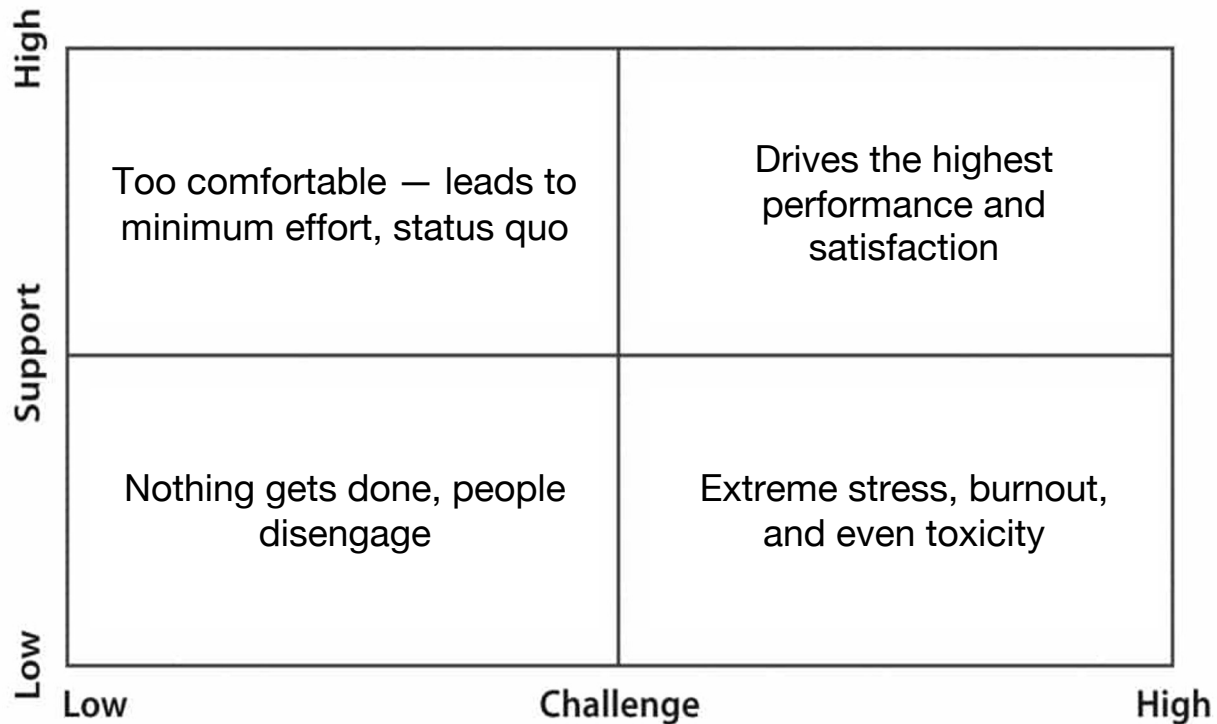
### Reflect, Clarify, Summarize

Think about the message, ask clarifying questions when needed, summarize back for understanding.
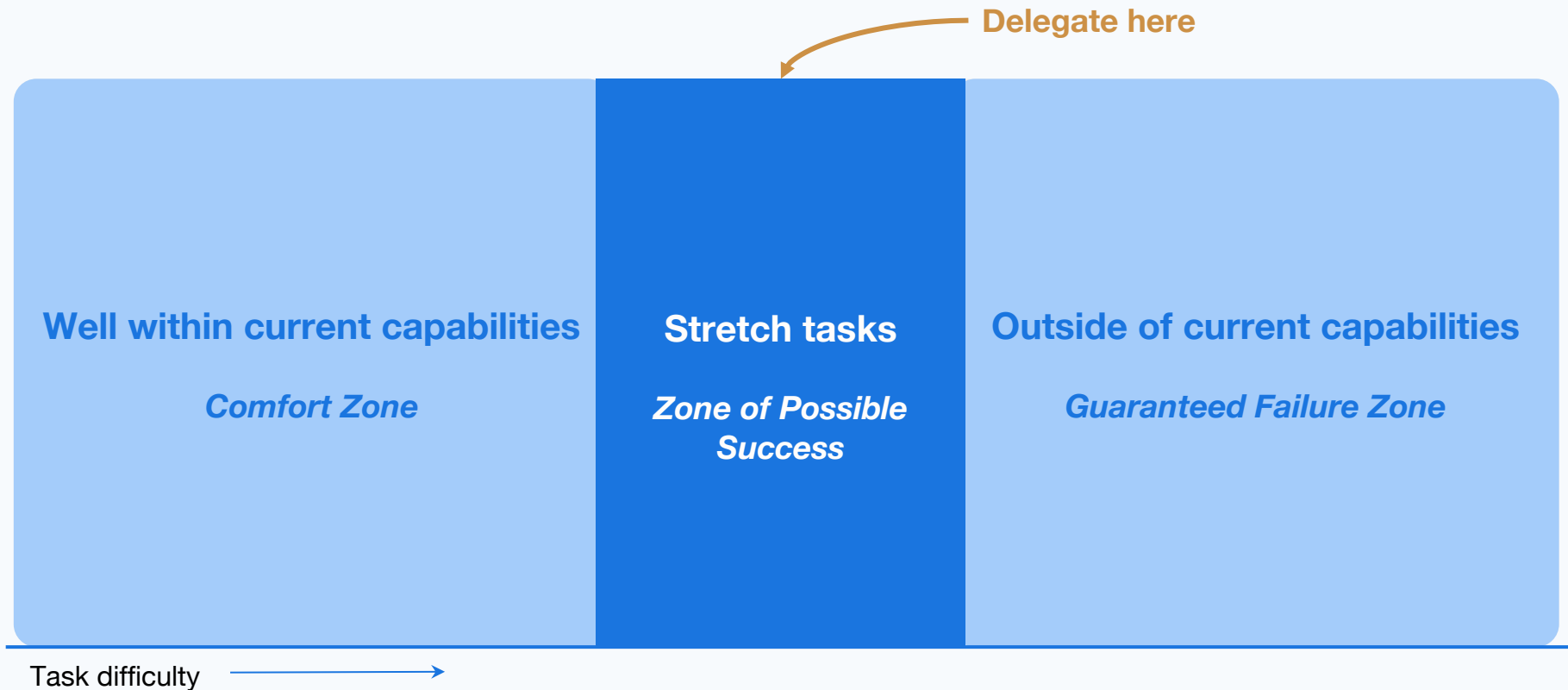
# The delegation dilemma

**Delegation**



|  | Low Challenge | High Challenge |
|---|---|---|
| **High Support** | Too comfortable — leads to minimum effort, status quo | Drives the highest performance and satisfaction |
| **Low Support** | Nothing gets done, people disengage | Extreme stress, burnout, and even toxicity |

# How to teach others to coach

**Coaching** = **Good Qs** + **Active listening** + **Delegation**

**Role model**

**Share Today**

**Good Qs**

Provide "cheat sheets" of powerful questions.

Introduce a coaching model such as GROW.

Encourage your team to read Carol Dweck's Growth Mindset work.

**Active listening**

Improve "focusing" skills by training on agendas, whiteboarding techniques, and meditation.

Create reminders to avoid active listening pitfalls such as multi-tasking, no phones or computers open, no interrupting.
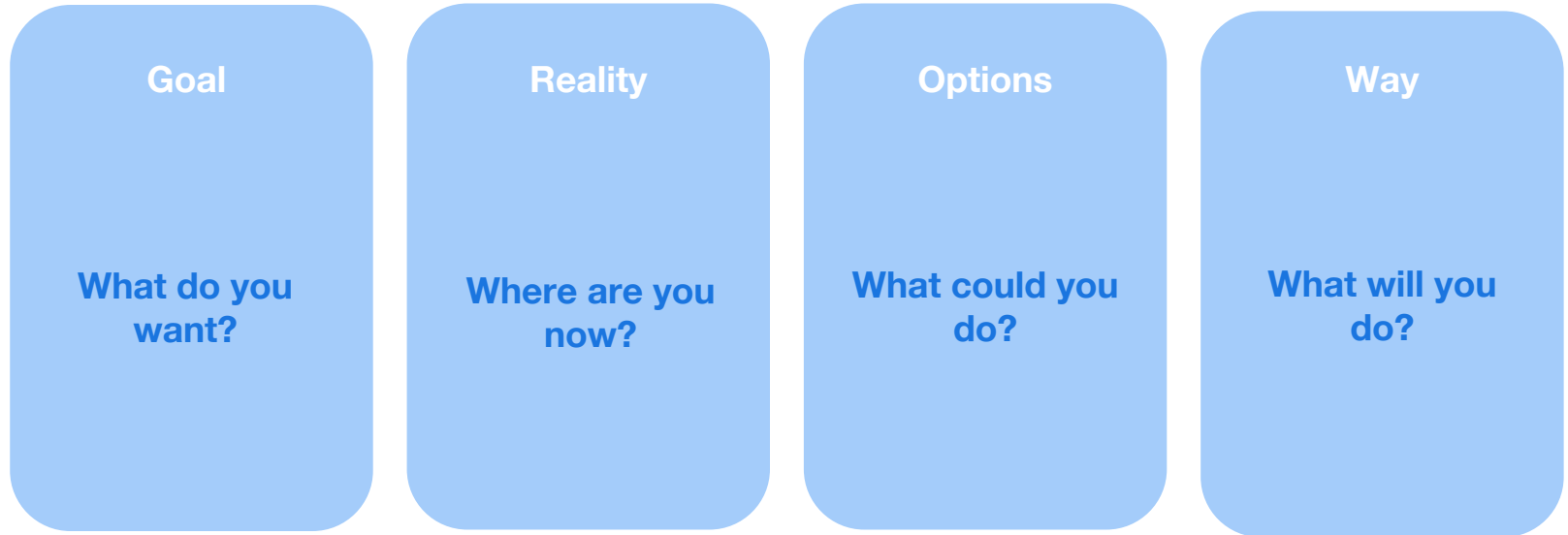
**Delegation**

Introduce a delegation matrix.

Provide training on the Eisenhower Matrix.

Build in an expectation for after action reviews.

# The G.R.O.W Model

| Goal | Reality | Options | Way |
|------|---------|---------|-----|
| **What do you want?** | **Where are you now?** | **What could you do?** | **What will you do?** |

# Q&A with Karen