



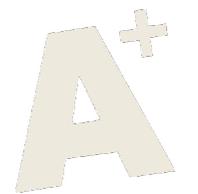
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**COACHING**GUIDE

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**INTRODUCTION  
TO COACHING**



**WE WILL COVER THESE 3 TOPICS  
IN THE INTRODUCTION TO COACHING**

The difference between coaching and mentoring

How coaching can help people succeed

The CLEAR coaching model

Click next to continue with this section



## WHAT IS COACHING?

### Introduction to coaching

Congrats on deciding to learn more about Coaching and Mentoring. Woolworths is on a transformative journey of changing the organisational culture and climate.

To enable this change, it is vital that Managers play the role of mentor and coach. You need to effectively coach team members in a skilled way to ensure transfer of the key outcomes and embed the strategy into the culture and values of Woolworths.



## DIFFERENCES BETWEEN COACHING AND MENTORING

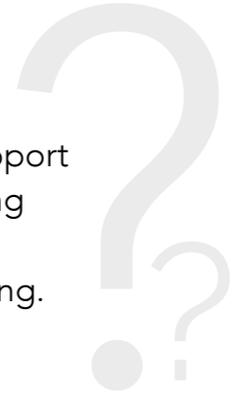
The terms coaching and mentoring are often used interchangeably, but there are some significant differences. Let's review how coaching and mentoring is defined in Woolworths.

Coaching is a competence that can raise levels of engagement, resulting in improved business performance.



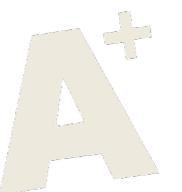
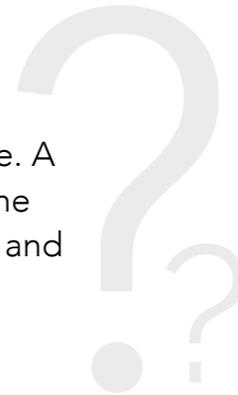
### WHAT IS COACHING?

Coaching is a partnership that involves giving both support and appropriate challenge to employees, without giving advice. It aims to unlock employees' potential, impact performance, increase competence and deepen learning.



### WHAT IS MENTORING?

A mentor's role is that of trusted guide in the workplace. A mentor is usually a senior colleague who can provide the mentee with professional advice, be a sounding board and help the employee with career advancement.





## HOW COACHING CAN HELP PEOPLE SUCCEED

Coaching is generally more concerned with the practical issues of setting goals and achieving results within specific time-scales. Coaching is about improving the performance of an already reasonably competent performer. There are 3 critical factors for people to succeed in their work. Refer to the graphic shown on this page.

*A coach can help with these elements!*

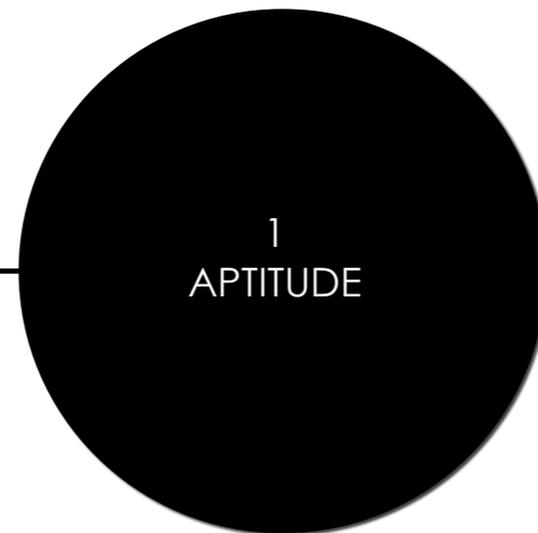
In Woolworths, we coach to build high performance and improve poor performance, develop competence, support people in transitions, encourage career growth and to help resolve a problem, challenge or crisis.

ARTICLE: [Read this Harvard Business Review article for more coaching tips for managers.](#)

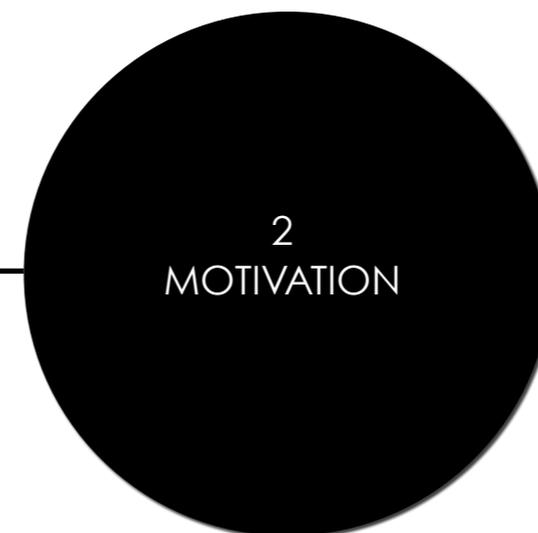
"You can't be a Great Manager unless you are a Good Coach"



## COACHING SUPPORTS THESE 3 CRITICAL FACTORS TO HELP PEOPLE SUCCEED IN THEIR WORK...



The knowledge, skills, ability and talent to achieve your goals



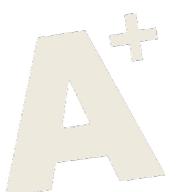
The attitude, confidence, focus and drive to reach your goals



The people, tools and time to reach your goals

**CLICK ON THE VIDEO BUTTON TO WATCH THIS VIDEO**

VIDEO: THE ROLE OF THE LEADER (AND COACH) TO CREATE SAFETY.





# THE CLEAR COACHING MODEL IS A PRACTICAL TOOL YOU CAN USE TO COACH SUCCESSFULLY

## CLARIFYING & REVIEW

Clarifying helps set a solid foundation for the coaching, sets up clear outcomes, and ensures ethical and transparent communication  
Review creates clarity and accountability

HOVER YOUR CURSOR OVER THE ICON TO KNOW MORE

Creates trust and safety and contributes to effective communication

## LISTENING & RESPONDING

HOVER YOUR CURSOR OVER THE ICON TO KNOW MORE

## ACTIONING

Facilitates learning and achieving results

HOVER YOUR CURSOR OVER THE ICON TO KNOW MORE

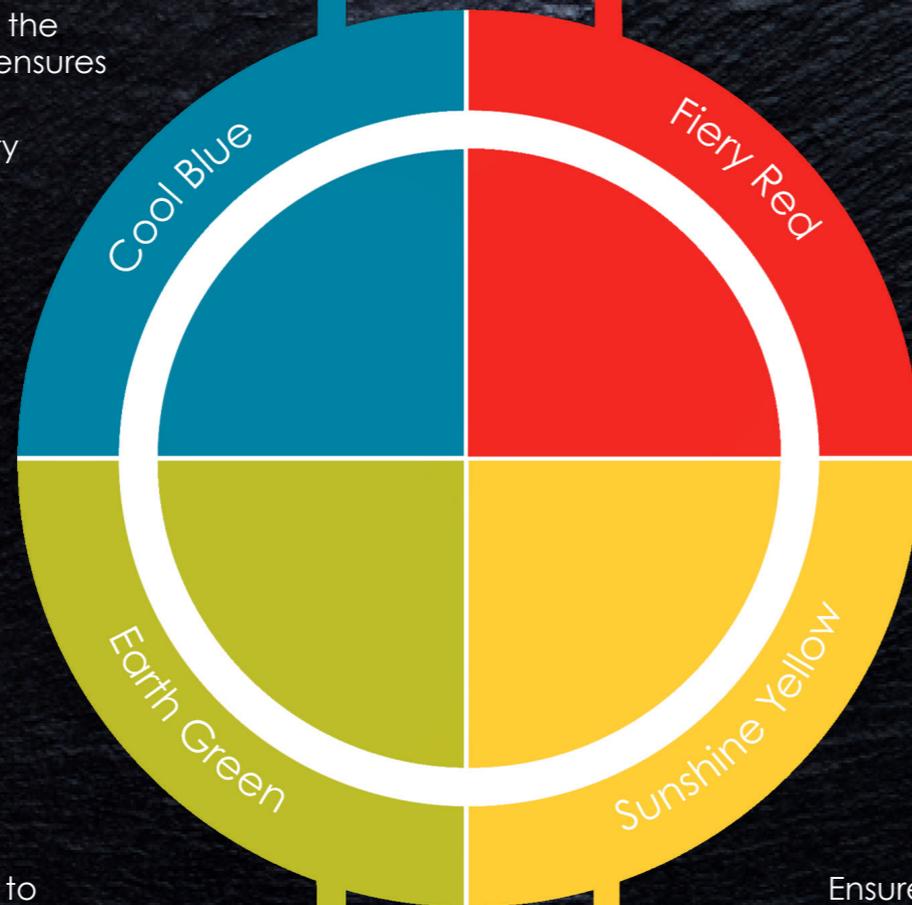
Ensures effective communication and facilitates own solutions

## EXPLORING

HOVER YOUR CURSOR OVER THE ICON TO KNOW MORE

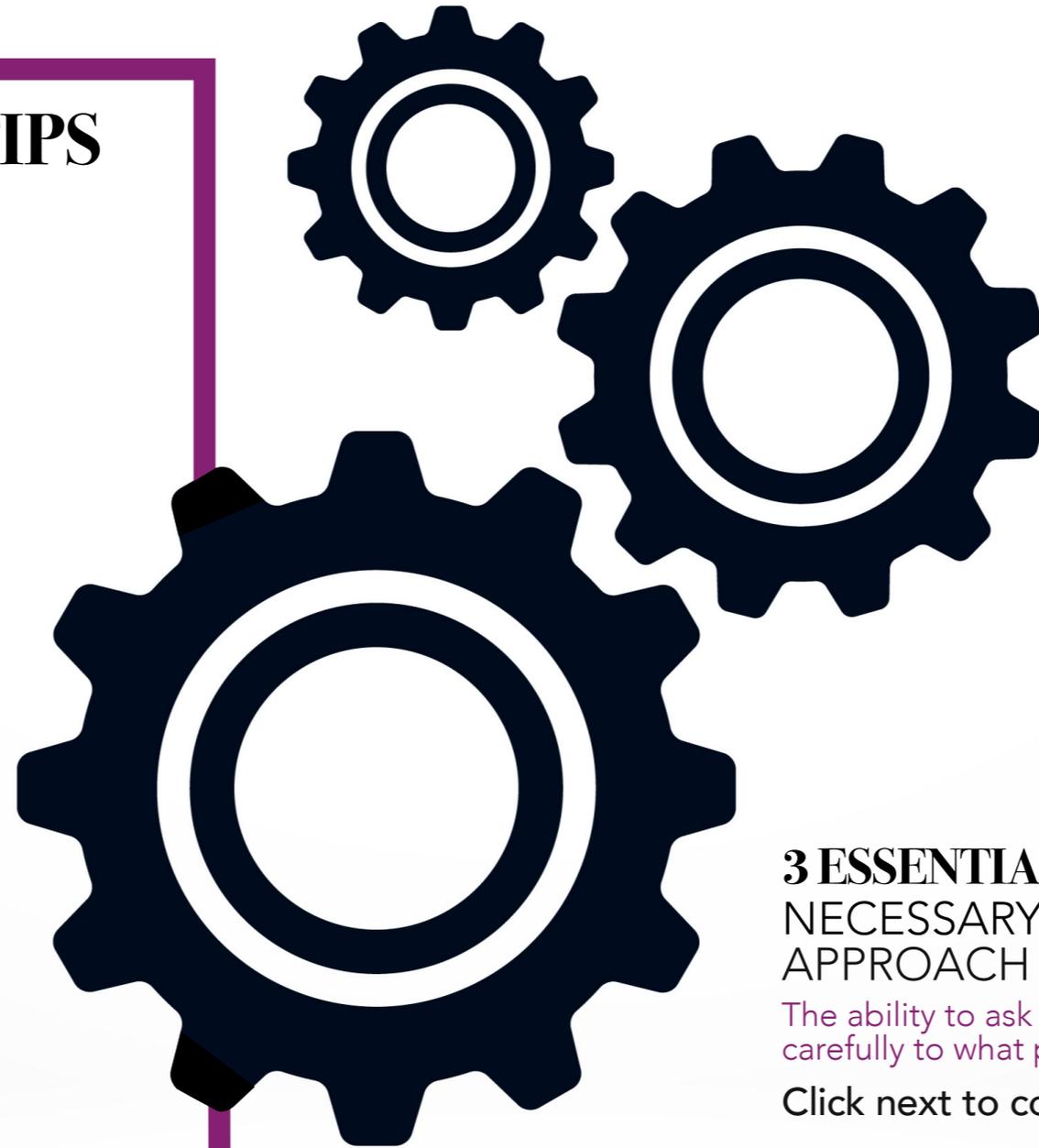
## CLEAR COACHING MODEL

Hover your cursor over the icons to view more information





**COACHING TIPS  
AND TOOLS**



**3 ESSENTIAL COACHING SKILLS ARE NECESSARY TO MAKE THE CLEAR APPROACH EFFECTIVE.**

The ability to ask effective and powerful questions, to listen carefully to what people are saying and to give focused attention.

Click next to continue with this section



Questions clarify our thinking. There are four types of questions we should focus on when coaching.

ASKING POWERFUL QUESTIONS



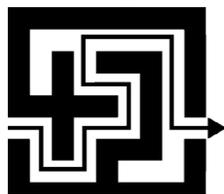
Clarifying Questions ...

Focus attention, **increase awareness** and encourage the coachee to take responsibility.



Listening Questions ...

Help the coach to follow the train of thought, **the interest, the enthusiasm** or the emotional reactions of the coachee, and adapt the coaching accordingly.



Exploring Questions ...

**Create curiosity** about the situation and invokes new possibilities. These questions are open-ended (don't have a yes or no answer) and stimulates dialogue.



Actioning Questions ...

Challenge the assumptions that limit **new ideas** and **problem-solving**. Assumptions drive our thinking, feeling and behaviours and can be very limiting.

CLARIFYING QUESTIONS	LISTENING QUESTIONS	EXPLORING QUESTIONS	ACTIONING QUESTIONS
?	?	?	?
1. What do you want to achieve? 2. How will you feel when you achieve that? 3. What will you have once you achieve your goal? 4. What will you have to give up in order to achieve your goal? 5. What is stopping you, right now, from .....?	6. And ... ? 7. Describe what this experience is like for you...? 8. What am I not asking you that you really want me to ask? 9. If I was in your shoes and asked for advice, what would be the first thing you'd tell me? 10. What is happening for you right now, as we talk about this topic?	11. What part of what you've just said could be an assumption? 12. What could be a new, freeing assumption that you could have about this situation? 13. What would happen if your didn't .... (make the change) 14. How would your ideal self solve this? 15. What would you try now if you knew you could not fail?	16. When will you start? 17. What small steps can you take to get you closer to your vision? 18. What will you do first? 19. What's holding you back? 20. How much energy are you willing to put into that?





## CLOSED ENDED QUESTIONS

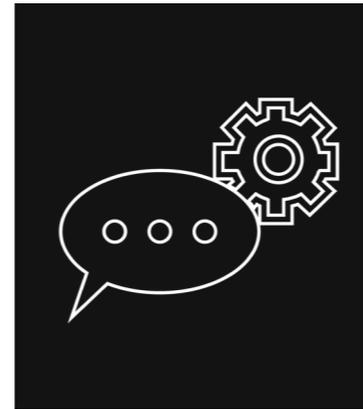
A closed-ended question is one where the answer is limited to very specific or yes/ no responses.

They can be used to summarise and check information, and to move the conversation along, however they discourage dialogue and a two-way communication flow.

Coaching conversations don't have to be done in a formal setting. Watch this clip to see an informal yet powerful conversation that inspires new possibility and motivates action.

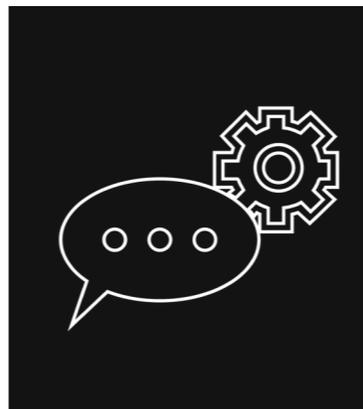
**CLICK ON THE PLAY BUTTON TO WATCH THIS VIDEO**

Powerful coaching conversation from "How to Train your Dragon"



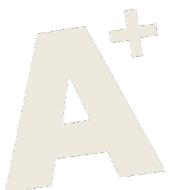
### EXAMPLES OF CLOSED QUESTIONS:

- "As I understand it, is that the problem, am I right?"
- "Do you feel that you were treated unfairly?"
- "You feel unhappy about the situation?"



### INSTEAD YOU COULD ASK:

- "Can you clarify for me how you see the problem?"
- "What was your experience of how you were treated?"
- "How do you feel about the situation?"



## ATTENTIVE LISTENING HOW TO BE A GREAT LISTENER



The quality of your attention determines the quality of other people's thinking



Nancy Kline

As a coach, you may feel you are not doing enough by simply listening. However, it is a great privilege to be listened to with such attention, it evokes our best thinking and in this space people can problem-solve. In doing the thinking and problem-solving themselves, instead of being told what to do, people can take ownership of the insight.



**Listening** is a skill we need to master as a coach.

This level of attention frees the thinker up to truly think for themselves, as they know they won't be interrupted.



### RESPECTFUL LISTENING:

1. Don't interrupt, or use the time they are speaking to formulate your reply.
2. Keep an open mind, suspend judgement.
3. Reflect key ideas and themes back through paraphrasing and summary.



### ATTENTIVE LISTENING:

1. Body language and facial expression relaxed and open.
2. Listen for what is not being said.
3. Check your own understanding, don't make assumptions.



## GOAL-SETTING

Setting goals is an important part of the Action part of the CLEAR coaching model. At Woolworths we use Insights Discovery G-WAVE model to set goals.

Helping people set goals is a great way for them to see their own dreams and action plans come to life. The action of writing down our goals allows us to realise them.

### Goal-setting and Growth Mindset

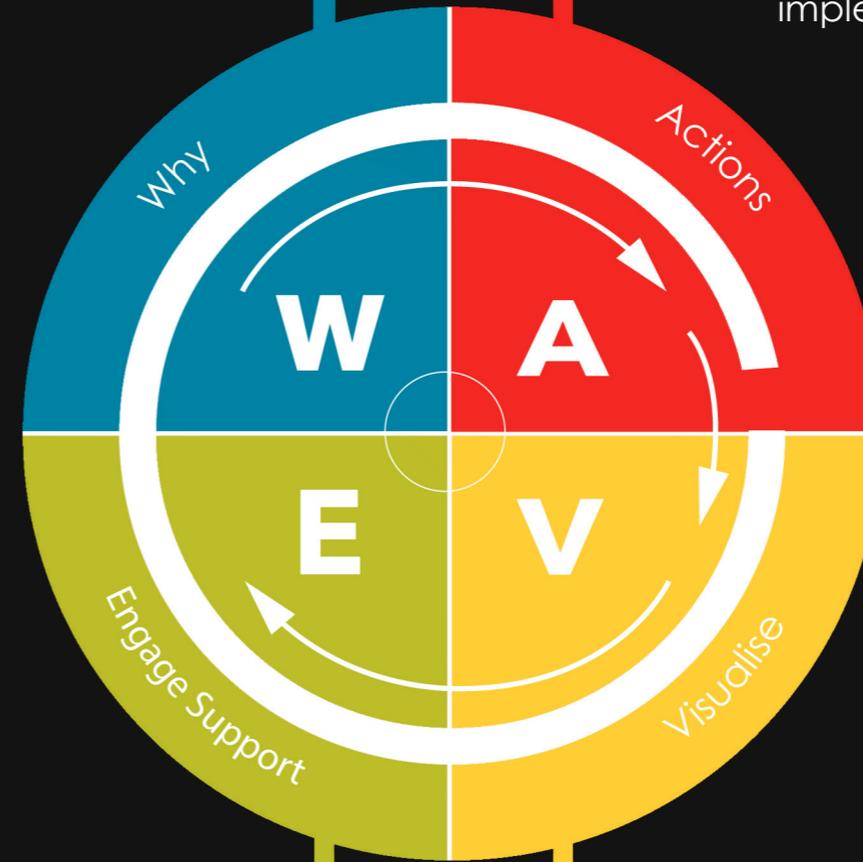
Coaching always assumes a Growth Mindset, that no one is fixed in their ability or competence and that we can learn and grow. Angela Lee Duckworth speaks about the power of passion and perseverance in this Ted Talk about "Grit".

### Why

Do you want to work on the aspect?

### Actions

What are you actually going to implement or do in order to get the desired result?



### Engage Support

Who will you ask to hold you accountable?  
Who do you trust to give you feedback outside of the coaching relationship?

### Visualise

What will success look like?  
When will you know you are successful?





## THE BENEFITS/ CONSEQUENCES MATRIX

Often, we envision people who want to be coached will offer no resistance to new ideas or to change. However sometimes people really want to change, but there is some internal resistance, as every change requires that something else needs to be given up.

One technique that can be used when you want to challenge your coachee to do the best they can do, or to change a behaviour, is to draw out a four quadrant matrix like this.

### WATCH THIS VIDEO

“Dear Future Me”. In this Ted Talk Hal Hershfield describes some mind-opening research in the connection between long-term goals and how you see your future self. Coaching can help close the gap between current and future reality.

This matrix allows you to focus on what we need to **change or develop**.

This matrix should be filled in by the person who is being asked to make the changes. This gives them control over the decisions they make and see the situation from a different perspective. It also helps to clarify why they want to change, and what will happen if they don't.





## EFFECTIVE COMMUNICATION FOR COACHES AND MANAGERS



**Using the Simply Connect and D4 Model we can improve relationships at work.**

### THERE ARE 3 WAYS YOU CAN COMMUNICATE EFFECTIVELY

You can do this by communicating and connecting, giving feedback correctly and making learning stick.

Interpersonal communication skills are the pathway by which all interactions between you and other people are made clear. In a busy work environment, we can easily shift from two-way, meaningful communication, to one-way order giving and receiving. One-way conversations, giving orders or directing are not part of coaching.

[Click next to continue with this section](#)



## INSIGHTS DISCOVERY SIMPLY CONNECT MODEL

If your employees feel like you aren't approachable, and they can't talk to you, none of the other skills are going to matter much. **Connection** happens when we listen, have been heard ourselves and agree to a "win-win" outcome together. Be aware of the words you use, **tone of voice**, **facial expressions** and your **body language** as these either help or hinder how you connect with others.

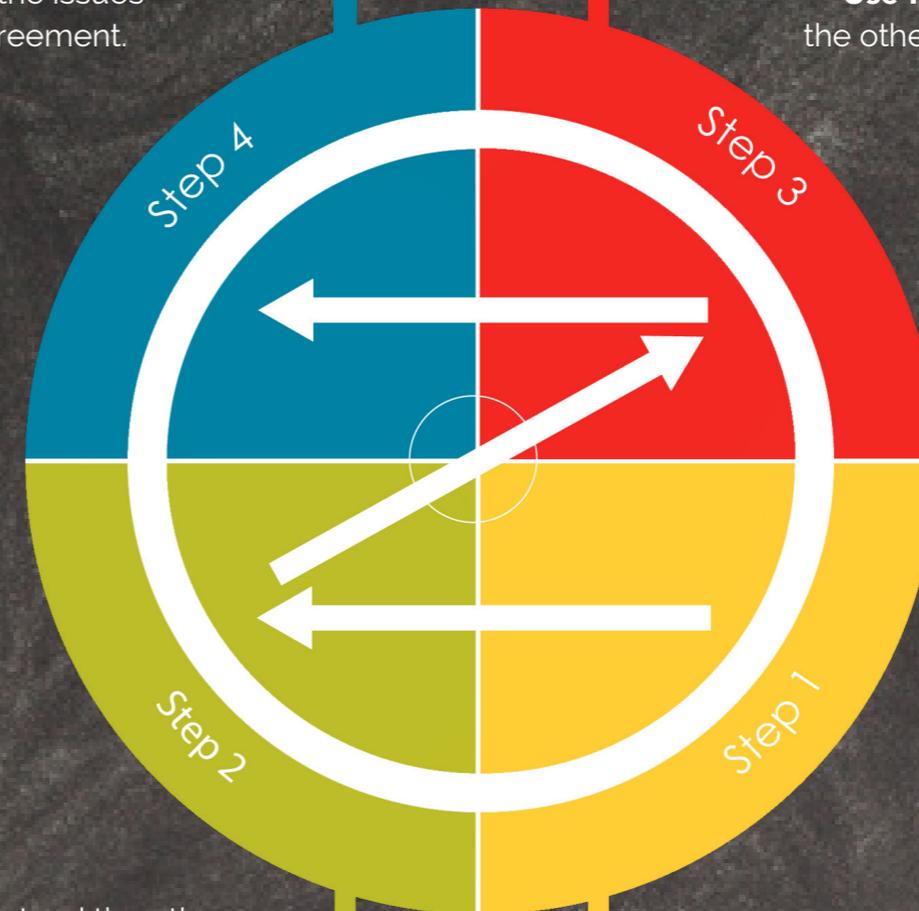
The Insights Discovery "Simply Connect" model can be used in any communication scenario, not just coaching. It encourages **connecting** with each of the four colour energies to create and build **connection** and **rapport**, which help in reaching agreement.

### Step 4

Use **Cool Blue Energy** to discuss the issues logically and rationally – reach agreement.

### Step 3

Use **Fiery Red Energy** to be understood by the other person – communicate your point of view clearly and directly.



### Step 2

Use **Earth Green Energy** to understand the other person – to listen first.

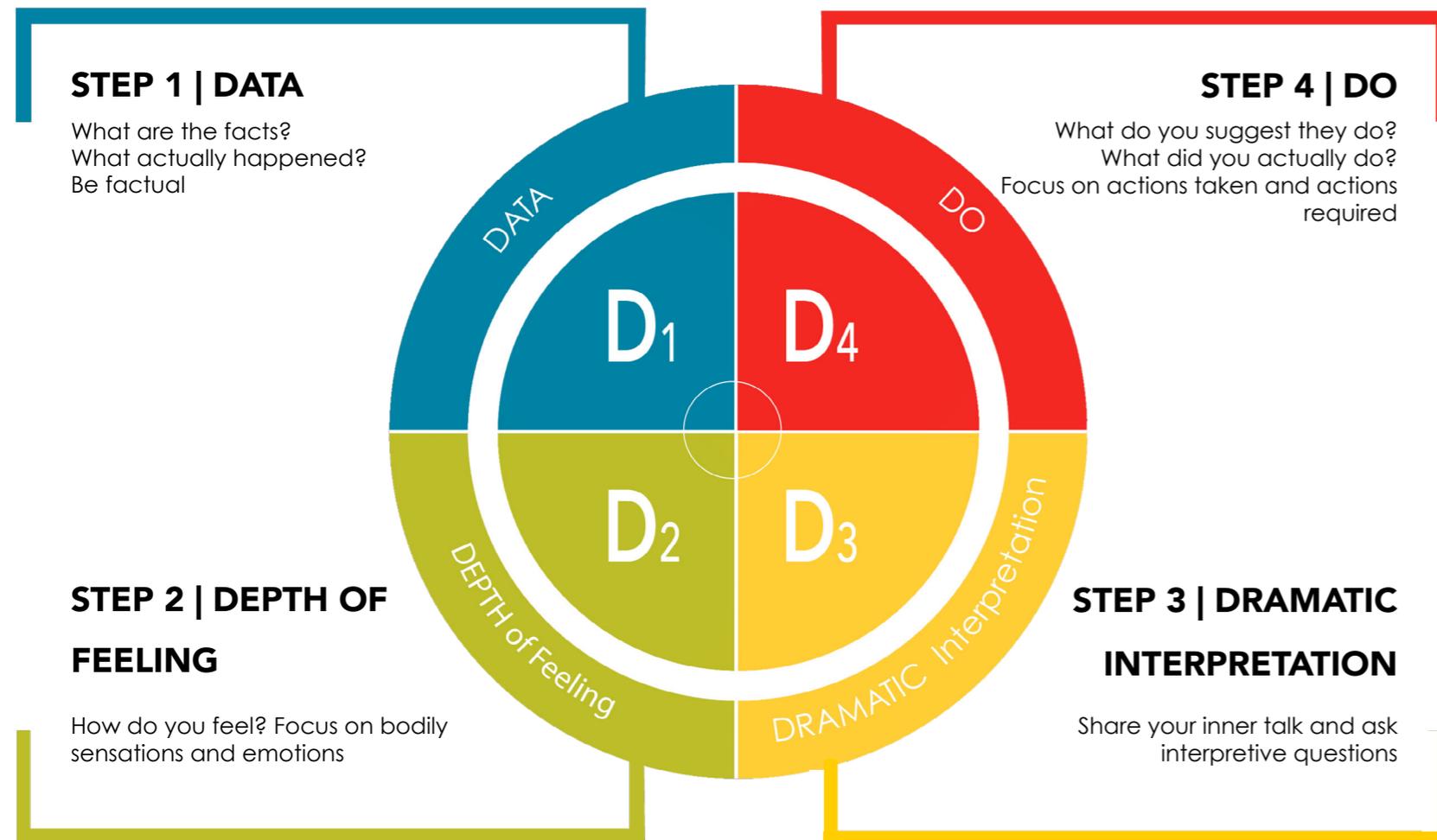
### Step 1

Use **Sunshine Yellow Energy** to engage empathically and build rapport.



## GIVING EFFECTIVE FEEDBACK

Once the needs and goals have been identified, plan your coaching process making use of the CLEAR model and utilising the D4 feedback model. This model can be used effectively in any situation requiring feedback and is an essential skill for all managers to master. Feedback is essential for anyone's development. In giving feedback, be honest, but sensitive and constructive, and always try to point to improvements



**D<sub>1</sub>** **DATA**

1. Be specific: Say what you saw. Avoid vague and general statements. Stick to the information.
2. Give feedback immediately - don't wait for them to do it again.

**D<sub>2</sub>** **DEPTH OF FEELING**

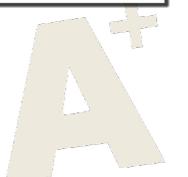
1. Earned: Avoid feedback that is not deserved, just to make someone feel good.
2. Be positive: Find what is right in what they are doing, then elaborate on what needs to change.
3. Recognise success: Acknowledging successes no matter how small provides reinforcement and encouragement.

**D<sub>3</sub>** **DRAMATIC INTERPRETATION**

1. Avoid conflict-provoking behaviours, such as criticism, blame, comments about past actions and guilt-inducing attempts.

**D<sub>4</sub>** **DO**

1. Be specific about further learning/changed actions required.
2. Gain commitment and accountability for next steps.





## MAKING LEARNING STICK

As a coach you need to take into account that everyone learns in their own way. You need to be able to identify people's learning styles and align your coaching to match their needs. These are some key principles to use to ensure the learnings stick.



### **AS ADULTS, WE LEARN TO DO BY DOING**

Get your coachee to determine an action they are willing to commit to, in order to put the skills and insights into practice. If they don't complete the task by the next time you see them, don't reprimand, but be curious.



### **WE GET OUR IMPRESSIONS THROUGH OUR SENSES**

Combine verbal explanations with written instructions, illustrations, or an object they can taste, touch or smell.



### **WE LEARN WHEN WE ARE READY TO LEARN**

It is impossible to coach someone who is not ready and willing to learn, grow and change. If you encounter resistance, help the person understand how this learning can help them in their job, career or personal life.



### **WE LEARN ONE THING AT A TIME**

So, less is more. Resist the urge to layer the coaching session with too many learning points, activities or take on too many goals at once. Rather tackle one objective per coaching session and allow the coachee to explore that fully.



### **WE NEED TO UNDERSTAND WHAT WE LEARN**

Learning needs to be relevant to stick. This is why it is very important to involve the coachee in setting the agenda based on needs.



### **WE LEARN MORE RAPIDLY WHEN RESULTS ARE SATISFYING TO US**

Praise your coachee when they do well at even a small thing. Never ridicule or undermine them. What might be easy for you can be a major hurdle for someone else and vice versa.



### **WE LINK NEW LEARNING TO WHAT WE ALREADY KNOW**

Try to make connections between what they are presently doing or saying that is working for them, and how they can use these skills and strengths in other more challenging areas.



## **SELF-CHECK ASSESSMENT**

To assist you in identifying your needs in relation to Coaching and Mentoring, there is a short self-assessment for you to complete.

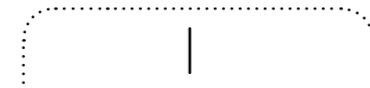
Click on the link below to test your knowledge and understanding of what you have read in this guide.

Infographics used in this document can be viewed here:

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**W**



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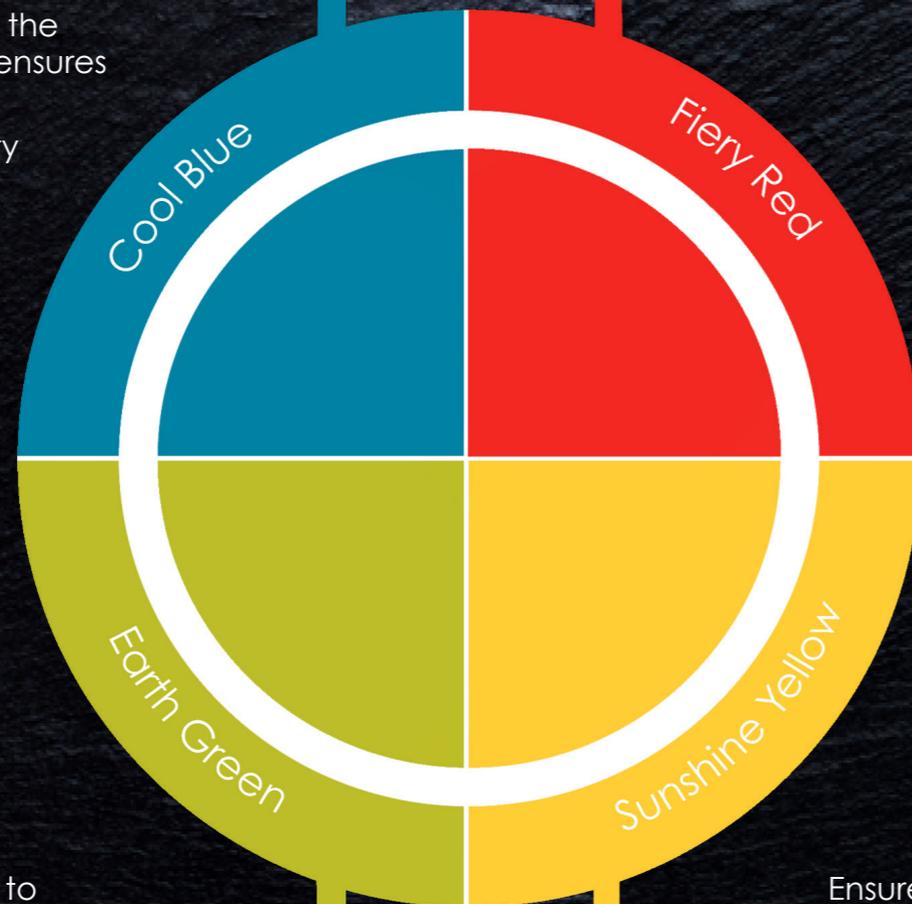
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## EXPLORING

## CLEAR COACHING MODEL

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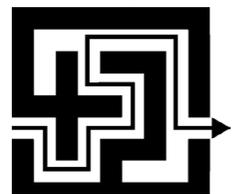
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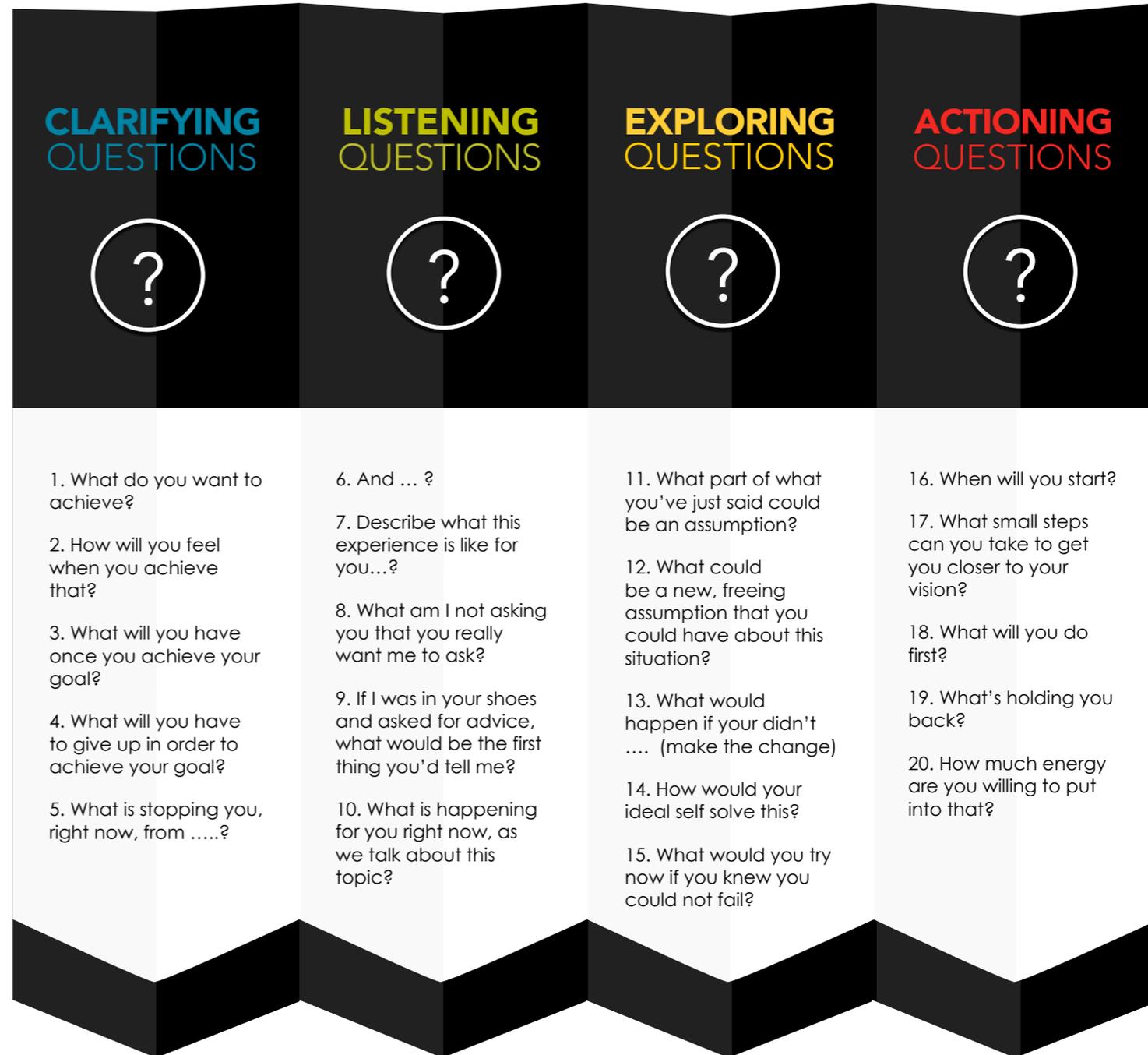
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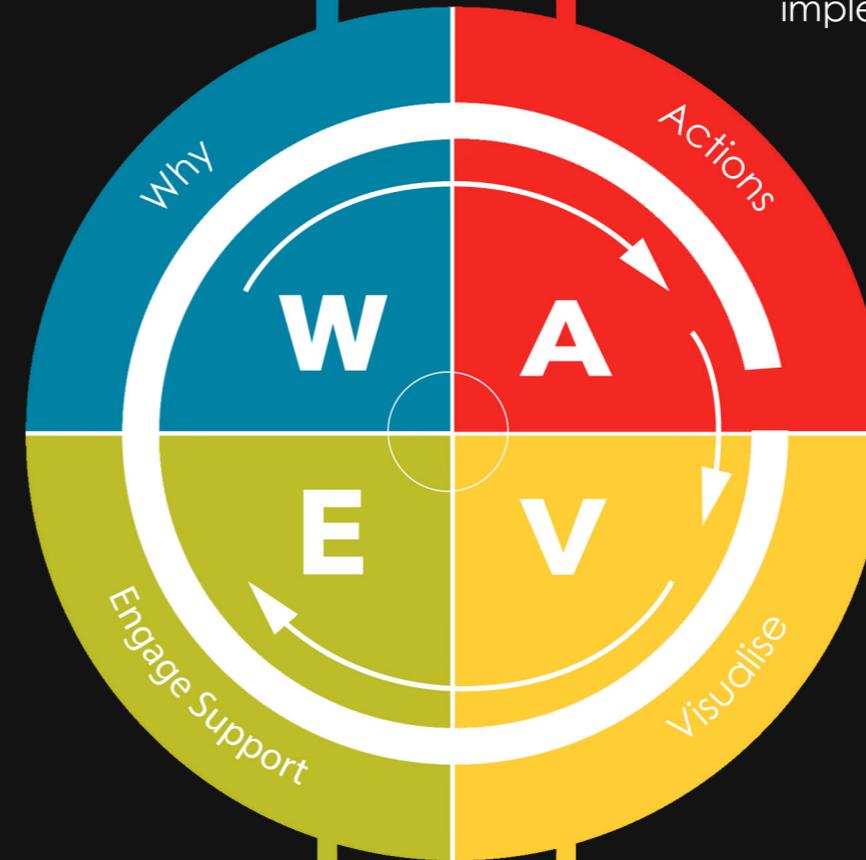
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