

HOW TO DISCUSS COACHING WITH YOUR MANAGER



2022

SUMMARY

YOU ARE THE EXPERT OF YOU

This guide will help you develop a plan to discuss coaching as a professional development option with your manager. Aim to make the conversation:

- Purposeful
- Timely
- Relevant
- Successful

Be as open as possible. The more honest you are, the more trust you create, and the more likely your manager is to support you. Try to link your ideas and needs to business needs.

Think about what you want out of coaching, and how that would contribute to the overall performance of the business.

Managers appreciate seeing a good business case, even if it is just a few sentences. If your manager can't approve funding for coaching, try to understand their rationale and ask if you can work on a plan to ensure funding can be budgeted in the future.

*** This guide is designed to briefly outline how to have a conversation with your manager about coaching, It is not a detailed summary of everything you need to consider. It will give you a good starting point. If you have any further questions contact support@hazardscape.com**

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**Harvard
Business
Review**

The goal of coaching is good management: to make the most of an organization's valuable resources.

”

COACHING HELPS WITH

KEY OUTCOMES OF COACHING:

- Organizations will see increased rates of retentions and decreased rates of turnover.
- Participants will have the required competencies and skills to have more effective one-to-one conversations. They will be able to go into any situation, with any individual regardless of the level or complexity, and help them to a solution by using a coach approach.
- Organizations will develop individuals and teams that can more quickly understand the clients and businesses they are working with and the outcomes they need to achieve to advance projects, make a sale, or develop a strategic partnership.

At the end of the day, it's the kind of conversations you are having with your stakeholders, customers, and partners and the kind of conversations you are having with each other. If you are more effective and those conversations are better conversations, then you are going to drive to better outcomes.

☑ **Leadership development**

☑ **Conflict in groups and teams**

☑ **Strategy and plan development**

☑ **Problem solving**

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Executives and HR managers know coaching is the most potent tool for inducing positive personal change, ensuring better than average odds of success and making the change stick for the long term.

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WHAT IS COACHING?

THERE ARE TWO TYPES

DIRECTIVE COACH	NON-DIRECTIVE COACH
Like a sports coach. The coach sets the tone, the goals, and the training objectives.	The client determines their goals, and objectives. A thought provoking and creative process that inspires them to maximize their personal and professional potential.
Typically starts the coaching with an agenda based on what they see as the issue.	Agenda free - the coach helps the client narrow down the topic for each coaching session.
Provides advice and shows the client their idea of the right way to do things.	Asks questions in a non-judgmental way to help the client develop a solution that is right for them.

Coaching through Hazardscape is non-directive.

We support leaders and their teams in several types or roles and sectors.

Our coaching helps you understand yourself better so you can be more successful in the future.

We provide coaching through:

- Video based calls**
- Over the phone**
- On location**

Fast - Flexible - Convenient - Purposeful

WHAT IS COACHING?

A COMPARISON

Training	Counselling	Mentoring	Consulting	Coaching
An expert provides new knowledge, skills, or abilities through predetermined content.	Professional guidance in resolving personal problems, healing pain, trauma, or personal dysfunction.	Provides advice based on one's own lived and professional experience.	Provides expert advice in the form of options and recommendations.	Partnering with clients in a thought provoking and creative process that inspires them to maximize their personal and professional potential.

TYPES OF NON-DIRECTIVE COACHING

Individual

Private 1-to-1 coaching . The confidential coaching agreement is between the individual and the coach. It is up to the employee to report their progress and results to their manager.

Group

"The application of coaching principles to a small group for the purpose of personal or professional development, the achievement of goals, or greater self-awareness, along thematic or non-thematic lines." - Jennifer J. Britton, From One To Many, 2013

Groups are made up of individuals from different work areas or organizations who have similar roles and goals. Like individual coaching it is up to the employee to report their progress and results to their manager.

Team

"Coaching a team to achieve a common goal, paying attention to both individual performance and team collaboration and performance." - Jennifer J. Britton, From One To Many, 2013

The manager is the sponsor for a team coaching engagement. Team coaching programs are developed with the manager's needs in mind: to develop a team vision, for example, or to help the team innovate, or manage change. The coach reports team trends and issues, but any individual coaching is confidential. It is up to the employee to report specifics of individual coaching to their manager.

WHAT IS COACHING?

INDIVIDUAL AND GROUP COACHING .VS. TEAM COACHING

Individual and Group Coaching	Team Coaching
Becoming a better emergency manager, trainer, or business owner	Enhanced collaboration
Enhanced individual productivity	Better team productivity
Clearer goal setting	Clearer goal setting or achievement as individuals and a collective
Individual Strengths	Strengths: individual/team/organization
Individual Accountability	Mutual accountability
Difficult conversations	Difficult conversations

- Jennifer J. Britton From One To Many, 2013

OUR PROGRAMS HELP LEADERS AND TEAMS BALANCE THE APPLIED AND THE THEORETICAL.

Through coaching that leverages your daily professional challenges, you will transfer your learning from the training room to your job. We guide and enhance your mindset, skill set, and performance to set you up for success in the future.

OUR COACHING MODEL

Coach

Engagement through inquiry. Non-directive coaching blended with activities and dissemination of expertise.

Try

In between coaching sessions individuals try out new behaviors, test their solutions, and generate new ideas on the job.

Reflect

Participants are provided with tools and resources to reflect on their progress so they can make new connections, innovate faster, and measure their success. Reflection is a powerful way to enhance performance and broaden professional impact.

Share

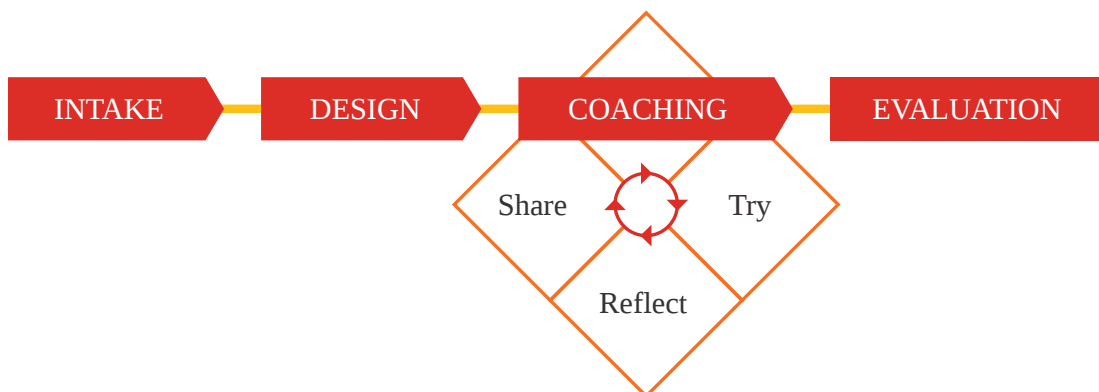
At the start of each coaching session, participants report their progress to construct knowledge through conversation. This helps them build enhanced understanding.

Customized for You

Our programs are user-led and designed to meet the learner where they are, in their life and in their career. For example, students and executives have different networking needs and expect different results.

For groups and teams we take the same approach. With teams, we work closely with the manager and executive sponsor to develop goals and objectives.

Before a program starts, we conduct an INTAKE to assess your current state. Together we develop goals and priorities. Throughout the engagement there is a focus on evaluation, your commitment, and your accountability.



PREPARING FOR THE CONVERSATION

GAME PLAN

Before you have a career development discussion with your manager, make sure you have a game plan with discussion materials, and an idea of what a successful meeting would look like.

Know your objective. What is the purpose of your conversation? If it is to ask for funding, time, and space for coaching, make sure you address all three subjects.

Funding

- What amount are you requesting? Can you explain how the payment will be made? (i.e. purchase order or credit card).

Time

- Do you want to use paid work time to work with a coach? If so, how many hours a week will this involve?
- Is your manager willing to commit to coaching being a priority in your work day? How will the coaching impact your current workload (both positively and/or negatively)? What can you do to mitigate potential negative impacts?
- Will your manager or supervisor want updates on how the coaching is going and how you incorporate it in your work?

Space

- If your organization can't commit to paying for coaching or allowing you paid work time to attend coaching sessions, ask if using a meeting room or other organizational equipment (computer, Internet, phone) is allowed.

Discussion Materials

Often, discussions with managers can get muddy. Normally, there are no prescribed ground rules, which causes conversations to get off track.

Your manager may inject their bias, advice, criticism, or judgement, most times without knowing they are doing it, making the conversation more focused on business process, policy, or office politics, than on your needs.

Keep the conversation on track by bringing documentation to the meeting as an anchor for the discussion. For example, if the conversation starts to trail off into another subject, refer to a copy of the agenda or an information sheet on coaching.

Having a physical piece of documentation to point at is a powerful way to draw your manager back into the conversation, which should be focused on your needs.

A Successful Meeting

Envision what a successful meeting will look or feel like. Success comes in many forms, so be clear on a reasonable vision for what you want to leave the meeting with:

- Commitment for funding
- Commitment to explore your request and continue the conversation
- Commitment to make company resources available for coaching sessions

Whatever success looks like for you, consider where this success will lead you to next.

WHAT'S IN IT FOR YOUR MANAGER?

You were hired because you have the skills, abilities, and knowledge required to perform your job. You have a responsibility to engage with others to scope and solve issues and find the best solutions.

Innovation

This could mean finding ways to make improvements to pre-existing systems by accessing data, information, or resources from other areas. For most of your work, you are expected to do all of this without the direct help of your manager. Managers want to see their staff solving problems using a diverse set of sources.

Diversity

A professional and accredited coach fits into this diverse set of sources by acting as an objective resource to provide you with feedback on your ideas, plans, strategies, and methods for problem solving.

Coaches can help you brainstorm, set goals, uncover resources you never knew existed, and assist with developing solutions that you can implement with the skills, knowledges, and abilities you currently have.

Leadership

With support from a coach, you will start to show up at work in a new way. You will become more focused on opportunities, solutions, options, and recommendations, and less focused on problems, challenges, and change.

You will spend more time leading yourself, so your manager can spend more time leading others. Having a coach helps you be more independent and resilient.

Uncovering and using a variety of support options makes you less reliant on your manager. Coaching lets you own the solution and results, while your manager sees you working effectively and efficiently.

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Professional accredited coaches spend a great deal of time ensuring their clients understand the coaching agreement. The coaching agreement sets out the “rules of engagement” which ensure the coaching partnership is productive, efficient, safe, and flexible.

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WHAT'S IN IT FOR YOUR MANAGER?

SHIFT TIME AND ENERGY

After a few coaching sessions, your manager will start to notice a shift in your behaviour. Your leadership competencies will be enhanced, and your manager will spend:

More Time	Less Time
Making strategic decisions	In the weeds solving task level issues
Strategizing and planning	Putting out fires
Reviewing team performance and measures for success	Micro-managing
Developing a strong collaborative environment	Working with staff independently on siloed issues
Reporting on solutions	Reporting problems
Delegating	Doing it themselves

Coaches focus a lot of effort on listening so that each session is focused on your needs. They won't provide advice and they won't judge your ideas or actions. They are free from distraction, and they keep track of time to make sure you get the result you want in a timely manner.

PLANNING BEFORE THE MEETING

What is the purpose of the meeting?

What do I need from my manager to start a coaching engagement?

During the meeting, what is the documentation I want to refer to? (Agenda, Information Sheet, website)

What areas of my work will coaching help with? (New project, career planning, interpersonal issues, development of new ideas, time management, networking).



Hazardscape is a member of the ICF and adheres to their international standards for coaching.

PLANNING BEFORE THE MEETING

What am I trying to achieve that will benefit my manager? (Rely less on them for advice, new way of approaching organizational problem solving, faster results)

Before I leave the meeting, I will want my manager to acknowledge the following:

My manager's reaction will be:

Before I leave the meeting I will ask for:

CONVERATION STARTERS

Setting up the meeting

“I’ve been doing some career planning and I’d like to talk with you about some ideas I’ve had for developing myself further and improving my performance and value to you and the organization. Could we set up a conversation in the near future? It should take about 30 minutes.”

During the meeting

“Thank you for making the time to meet with me.”

“For my own career growth, and to increase my value to you and the organization, I’ve put together some goals and proposed development steps I’d like for you to consider.”

“Here’s a copy of some ideas I’d like to discuss.”

“Do you have any comments or questions on what I’ve just presented?”

Potential responses from your manager:

- “Yes!, you can start immediately”.
- “I’ll need some time to digest this information. Can we meet again in a couple of days?”
- “I’ll have to consider this with other requests. When could we talk again in the future?”
- “I can support.....; however, I can’t support.....”

At the end of the meeting

“Thank you again for making the time to meet with me. I’d like to organize a follow-up meeting in about a weeks time to discuss, is that suitable?”

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Remember, your manager or supervisor may need some time to think through your proposal, and to make plans to support you.

A “No” may only mean “Not now”, so give it some time and ask to talk again.

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OUR CULTURE

HOW WE WORK AND THINK ABOUT OUR DESIGN

We recognize the importance of integrating Indigenous and Western ways of knowing and learning. Our programs are developed using the Four Rs of Indigenous Education and First People's, and Western adult learning principles.

- ✓ Culture must be present for learning
- ✓ We respect your experiences
- ✓ We commit to a reciprocal relationship

Our coaching programs are customized so any components that can include the land are developed using areas relevant to you .

We won't incorporate aspects of the land that do not apply to you or your community. And, when possible, we will conduct some of our coaching work outside.

For Indigenous organizations we adhere to the First Nations Data Governance Strategic Framework.



Hazardscape's coaches are certified through the ICF and adhere to their international standards for coaching.

Some of the organizations that use Hazardscape's Coaching:



MEDICINE HAT COLLEGE



Canadian Mental Health Association
Alberta
Mental health for all

If you have questions about our programs and services contact support@hazardscape.com

NEXT STEPS

If you have any questions or want to set up a call to discuss coaching for yourself, or team, contact us today:

E: support@hazardscape.com

T: 780-297-8796

hazardscape.com



Canadian Mental
Health Association
Alberta
Mental health for all

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“Brads insightful interpersonal interaction with myself and the team members of CMHA Alberta Division has supported decision making, empowered staff members in exploration of options as well as the development of new approaches to risk and disaster mitigation related to the COVID 19 pandemic.”

David Grauwiler, Executive Director, CMHA Alberta

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