



MANAGER BRIEF

How to Coach Your Team

START HERE

5 HumanityWorks Skills

AS YOU WORK THROUGH EACH BRIEF, THESE FIVE SKILLS ARE FOUNDATIONAL TO BEING A GOOD HUMAN AND MAINTAINING HEALTHY RELATIONSHIPS.

LISTENING

Listening is an essential skill to generate the depth of caring connection people need to feel physically and psychologically safe with one another. There are different levels of listening and each one gives you different information. When practiced they become a building block of trust.

PERSPECTIVE

Your perspective is a particular outlook or point of view you have about something. Just like a photographer chooses a lens to capture reality in different ways, we each have filters through which we see the world. This filter can get in the way of working well with other people. It's important to learn more about this and how to shift it.

ACKNOWLEDGEMENT

A genuine acknowledgement helps others feel seen for who they are being and the positive impact they create. This nuanced skill helps to create meaningful relationships when done well.

SHARED AGREEMENTS

Shared agreements clarify working relationships with each person taking responsibility for their contribution to the relationship and to collectively agreed-upon outcomes. So often people don't take the time to create them, and this can cause roadblocks to working well together.

CURIOSITY/POWERFUL QUESTIONS

Curiosity expands information, connection, participation. It deepens what you know and can challenge what you think you knew. This simple skill creates the antidote to judgement.

★ **LEARN MORE ABOUT THIS BRIEF AND GROWING YOUR HUMANITY WORKS SKILLS:** Check out HumanityWorks.com, email info@humanityworks.com or read the book, [Humanity Works Better](#).



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THE IMPORTANCE OF COACHING

Coaching helps others build self-awareness and empowers them to make internally motivated choices. Coaching helps people unearth roadblocks, and build resiliency.

THE BASICS

- **Coaching is a belief** that the other person has the answers they are seeking. What they need is your supportive presence to unearth them and grow on their term, not yours.
- **Coaching is not teaching**, mentoring, advising, or even providing performance feedback. When you are a manager-coach, you are asking powerful questions and championing.
- **Coaching requires a trusted relationship** where the person being coached can be vulnerable. Ask if they are ready for coaching. It happens on their terms.

THE STRUCTURE

- **Assess the situation.** If you think the person needs to be taught something, do not put your coaches hat on. Be a teacher or a mentor.
- **Ask permission to coach.** Coaching requires a desire to change on the part of the other person. Ask if they would like coaching or something else.
- **The coaching topic is theirs.** Your job is to get curious about that topic from their point-of-view.
- **Lead with questions.** Tell less, ask more. Listen deeply. Don't mask advice within complicated questions.
- **Close with accountability.** Accountability is what they will do differently and when.

HUMANITYWORKS PRO TIPS

- **Listen deeply** to what's not being said as much as what is.
- **Ask** one short question at a time and then be silent.
- **Stay curious** throughout the conversation and let that inform your next question. Your next question is typically teed up by the last thing they say.
- **Do not manipulate the outcomes.** You do not actually know what is best for them.
- **Avoid offering advice.**
- **Resolution does not come in one conversation.** A step forward does.

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