

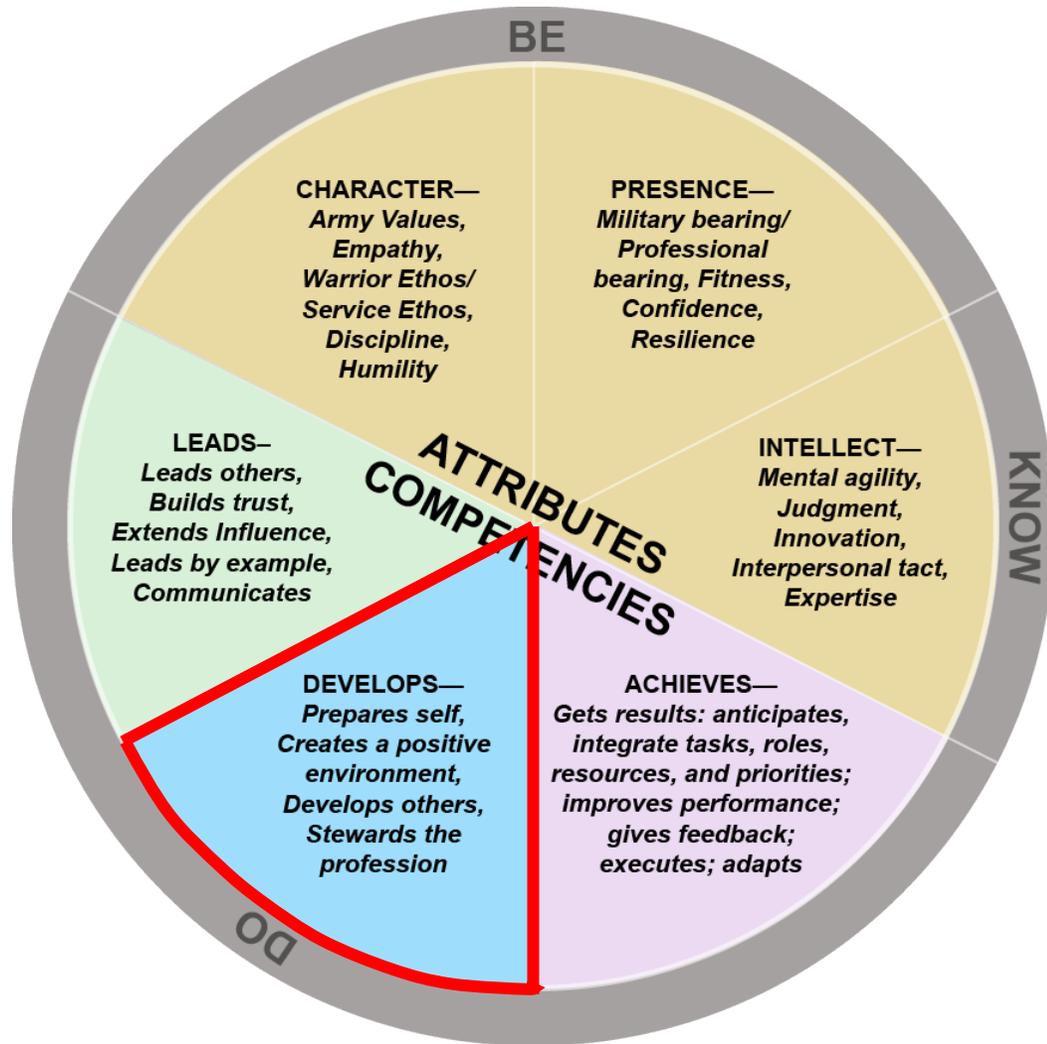
# Developing Others Through Coaching

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Leader Professional Development  
United States Army  
Center for Army Leadership



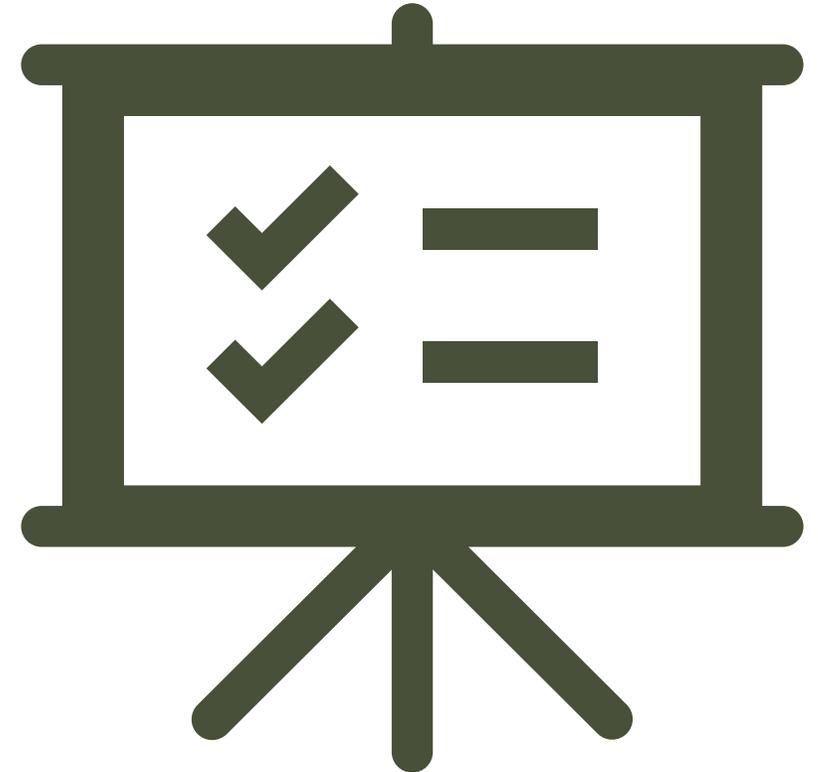
# Army Leadership Requirements Model (LRM)



- This LPD session focuses on the following competency:
  - Develops others
- Learn more about the LRM by reviewing:
  - ADP 6-22
    - Describes what right looks like for all leaders
  - FM 6-22
    - Teaches you how to develop as a leader

# Session Objectives

- Describe the benefits of using coaching to develop others.
- Describe the qualities of an effective coach.
- Discuss coaching techniques you can put into practice.





# Benefits of Coaching

# Definition of Coaching

- Coaching is the guidance of another person's development in new or existing skills during the practice those skills.
- Coaching relies on teaching and guiding to bring out and enhance capabilities already present.
- A coach helps people understand their current level of performance and guides them to reach the next level of development.

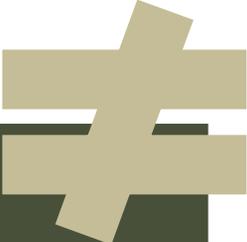


# What is Considered Coaching?



## Coaching is:

- Used to discuss strengths, weaknesses, and ways to sustain skills.
- Primarily done through informal teaching and guiding.
- Guiding development by showing, demonstrating, pairing individuals with experts or resources that will help them improve.



## Coaching is not:

- Always formally scheduled.
- Always performed by superiors.
- Focused on promotions and career development.

# Benefits of Coaching



## Organization

- An investment in individuals
- Faster integration of individuals into the organization
- Maintains performance at a consistent level



## Individual

- Fosters mutually cooperative relationships
- Better job adjustment
- More skills learned with greater self-confidence
- Better prepared personnel to take on more responsibility



## Coach

- Sense of satisfaction from helping others grow and develop
- Faster leader development; improved performance in a shorter period
- Prevents or reduces catastrophic errors and mistakes

# Discussion



- What are some examples of coaching that you've participated in, whether at work or in your personal life? What benefits have you observed?



# Qualities of an Effective Coach

# Act as a Role Model

- Be motivated
- Set a good example
- Demonstrate competence and credibility
- Demonstrate integrity, honesty, and sincerity
- Respect the individual's perspective and learning style

# Create the Right Climate for Learning

## Organization

- Strive for improvement
- Emphasize training and education as ways to improve

## Coach

- Establish mutual trust
- Avoid judgment and negative criticism
- Be open to new ways of doing things

## Individual

- Be open and receptive to coaching and feedback

# Provide a Flexible Learning Environment



Fit the  
coaching to  
the situation

Turn mistakes  
into learning  
opportunities



# Avoid Coaching Pitfalls



Using threats



Micromanaging



Failing to follow up

# Discussion



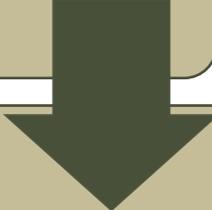
- Share your personal experiences with coaches.
  - What qualities made them effective?
  - What are some qualities of ineffective coaches?



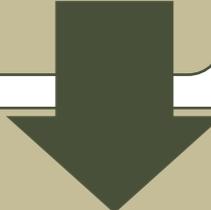
# Coaching Techniques

# Observe and Assess

## Identify the need

- Good coaches observe to determine the gap between performance and potential.
  - Assess the developmental needs of your personnel.
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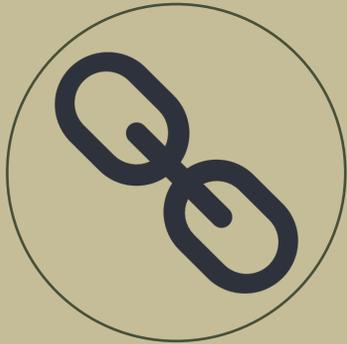
## Select the right coach

- Must be proficient in the specific task or skill.
  - Has a “coaching presence.”
  - Has time to devote to coaching.
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## Diagnose the reason for the performance gap

- Is it due to a lack of technique, confidence, or prerequisite skills or knowledge?
- Identify with the individual ways to improve and how to overcome any barriers.

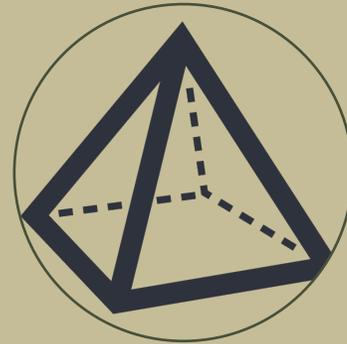
# Facilitate Learning



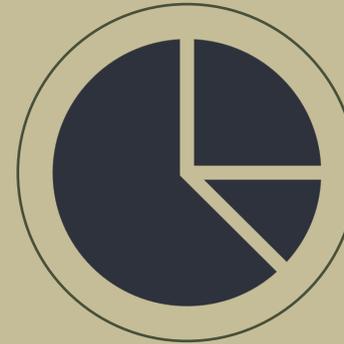
Chaining



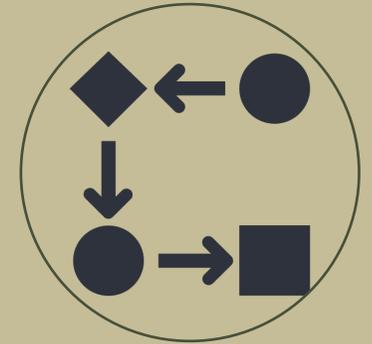
Crawl,  
Walk, Run



Shaping



Whole-  
Part-  
Whole



Practice  
Regimen



# Employ Guided Discovery Learning Techniques

## Powerful Questioning

- Ask open-ended questions.
- Challenge assumptions.



## Active Listening

- Attend to and listen to what the individual is saying.
- Pay attention to non-verbal cues.



## Direct Communication

- Use positive, respectful, and thoughtful communication.
- Use figurative speech to illustrate a point.

# Provide Feedback

## Balanced

- Balance the positive and negative
- Be upfront and honest
- Give positive points for motivation
- Point out areas for improvement

## Timely

- Provide immediately
- Listen to the individual's explanation
- Allow time to absorb the feedback
- Follow up



## Focused

- Focus on what can be changed
- Show what "right" looks like

# Discussion



- What coaching techniques have you used that have proven to be successful?
- How can you better use coaching to improve performance within your units and the organization as a whole?

# Want to Learn More?

<https://cal.army.mil>



## Doctrine

*Provides leader expectations*

- ADP 6-22
  - Paragraph 5-46
  - Paragraph 6-47
  - Paragraphs 6-54 and 6-55
- FM 6-22
  - Paragraphs 2-87 through 2-90
  - Paragraph 4-103
  - Paragraph 4-117



## Self-paced Online Lessons

*Provide additional content and real-world examples/scenarios*

- Every Leader as a Coach

# After Action Review

- Complete the AAR form in your Participant Packet and return it to the facilitator.
  - The form allows you to provide feedback about this session.
  - Your feedback will be used to improve future deliveries of this session.

# Let's Connect

- On the web: [cal.army.mil](http://cal.army.mil)
- On Facebook: [USArmyCAL](https://www.facebook.com/USArmyCAL)
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