

One way to encourage managers to take coaching seriously is to incorporate coaching-related items into 360-degree feedback and organizational surveys, such as, "My manager spends time coaching me," "My manager makes coaching a priority," "My manager is an effective coach" (Peterson, 2002; Peterson & Kraiger, 2004; Underhill, McAnally, & Koriath, 2007). Some best manager-coach practices are shown in Table 4.3.

Table 4.3 Best Practices for Manager-Coaches.

1. Coaching relationship	• Take time to explore what is important to the person you are coaching—his or her goals, values, and motivations. • Communicate your desire to help the person develop and ask what kind of coaching he or she would like from you. • Communicate the positive expectation that you believe in the person and his or her ability to learn and make significant progress on objectives.
2. Insight	• Clearly communicate expectations and success factors. • Provide feedback and discuss performance relative to those expectations. • Ask questions that help people reflect on their own behaviors, performance, and impact.
3. Motivation	• Help people clarify their goals and motivations related to work and to their own development. • Identify specific personal and organizational benefits for development.
4. Capabilities	• Provide specific advice and guidance on how to improve performance and behavior. • Encourage them to prepare development plans. • Support training, stretch assignments, and provide opportunities for on-the-job learning.

(Continued)

Table 4.3 (*Continued*)

5. Real-world practice	• Ask people what exactly they will to do to make progress on their development objectives, and where and when they plan to do it. • Help them find or create opportunities that stretch their capabilities.
6. Accountability	• Hold regular (for example, monthly) conversations to gauge progress against development objectives. • Ask people what they have learned recently and what they will do in the next month to continue learning.
7. Organizational context	• Ask people what organizational barriers are getting in their way and brainstorm ways they can work around them. • Be a role model of learning by seeking feedback and coaching from others, sharing development priorities and progress openly, and talking about why development is important to you personally.

The Role of Human Resources and Internal Coaches

Human resource professionals are often at the nexus of coaching in organizations, given their role in supporting managers in handling performance issues, coaching leaders directly, sourcing and managing external coaches, and supporting the external coaching process. Although there is a growing emphasis on having HR generalists provide coaching internally (Hunt & Weintraub, 2007; Jarvis, Lane, & Fillery-Travis, 2006), there is a wide range of roles that they may be expected to fill, including any or all of the following:

- Provide counsel and perspective to key leaders as a trusted adviser.
- Coach and advise managers on their people issues.
- Facilitate broad-based feedback to employees.