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Harvard Business Press has just published the HBR Guide to Coaching Your Employees, and I'm proud to be one of the co-authors. My contributions include the book's introduction,

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Coaching Is Leading , as well as Giving Feedback that Sticks and Help People Help Themselves, on self-coaching (a topic I'll discuss at greater length in my forthcoming book .)

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- Create realistic but inspiring plans for growth
- Ask the right

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questions to engage your employees in the development process • Give them room to grapple with problems and discover solutions • Allow them to make the most of their expertise while compelling them to stretch and grow • Give them feedback they'll actually apply • Balance coaching with the rest of your workload Arm yourself with the

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room to grapple with problems and
discover solutions

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We focused on analyzing the following
nine leadership coaching skills, based on
the existing literature and our own
practical experiences of leadership
coaching: listening. questioning. giving

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feedback. assisting with goal setting.
showing empathy. letting the coachee
arrive at their own ...

~~Your Coaching Is Only as Good as Your
Follow Up Skills~~

Coaching is a “post-heroic” leadership
trait (Figure 1). “Coach” is at the
opposite end of the spectrum from

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“expert,” a leader whose authority comes from holding all of the answers. Instead of supplying answers, the coach asks questions in ways that help others discover solutions for themselves.

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Employees" you'll learn how to: Create realistic but inspiring plans for growth; Ask the right questions to engage your employees in the development process; Give them room to grapple with problems and discover solutions; Allow them to make the most of their expertise while compelling them to stretch and grow; Give them feedback

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they'll actually apply; Balance coaching with the rest of your workload.

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In the HBR Guide to Coaching Employees you'll learn how to: Create realistic but inspiring plans for growth Ask the right questions to engage your employees in

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the development process Give them
room to grapple with problems and
discover solutions

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In the HBR Guide to Coaching Employees you'll learn how to: Create realistic but inspiring plans for growth Ask the right questions to engage your employees in the development process Give them room to grapple with problems and discover solutions Allow them to make the most of their expertise while

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compelling them to stretch and grow

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Within the HBR Guide to Coaching
Employees you'll find out how to: Create
real looking however inspiring plans for
progress Ask the fitting questions to
interact your staff within the

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improvement course of Give them room to grapple with issues and uncover options

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HBR's Guide to Coaching Employees is a helpful, accessible read designed to help you understand how to manage people.

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Some of the most helpful advice for me was the helpful reminder that not everyone is like me. We have different career goals, personalities, desires, styles, etc.

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