



## Leader Coaching and Discussion Guide - **Communication**

Communication is the extent to which a leader conveys relevant information with impact, influences others, and networks across the organization while maintaining rapport.

This coaching and discussion guide can help you conduct effective leader coaching sessions to document and keep track of the commitments made together and to make sure follow through happens and action plans are aligned with job/role priorities.

<p><b>Recommendations for Leader:</b> This section provides suggestions for development activities to help make the leader more successful with this RemotePro dimension.</p>	<p><b>Action Plan:</b> Clearly define job responsibilities, tasks to be completed, and deadlines.</p>
<i>Communication</i>	
<p>1. Develop good <b>listening skills</b>. Give your undivided attention to the speaker. Listen without judging. When the speaker is finished, probe for additional information and be sure you understand what is being communicated by paraphrasing back what you believe you heard.</p>	<p><i>Action Items:</i></p> <ul style="list-style-type: none"> <li>• Ask: <i>What do you think of these recommendations?</i></li> <li>• Ask: <i>Have you ever interpreted a situation different from how another person may view it? What happened, and how can you ensure in the future you have a better understanding?</i></li> <li>• <i>Whose interpersonal skills do you admire? Observe and analyze their approach to dealing with others. Ask them what they do to be interpersonally effective. Try a few of their methods.</i></li> <li>• <i>Identify several situations (at work and outside work) that will allow you to meet new people. Evaluate your ease in talking with these people and think about how you can improve.</i></li> <li>• <i>What can I do to support you?</i></li> </ul>
<p>2. Practice using <b>effective body language</b> to show you are a good listener. Maintain good eye contact, vary your facial expressions and nod your head periodically to indicate understanding.</p>	
<p>3. <b>Attempt to understand</b> others' perspectives. If you are uncertain about the other person's viewpoint, ask questions to understand it. Before negotiating with another person, try to understand your goals and those of the other party.</p>	
<p>4. Practice using <b>open-ended questions</b> when interacting with others to promote a two-way discussion. Avoid interrupting others when they are talking.</p>	
<i>Your Role</i>	
<p>5. Take time to <b>smile and be friendly</b> to coworkers each day. In a remote environment, encourage team members to <b>be on webcam</b> when possible to convey facial expressions and body language.</p>	<p><i>Action Items:</i></p> <ul style="list-style-type: none"> <li>• Ask: <i>Currently, how do you establish the best means of communicating with your coworkers? Are there processes you can put in place to agree on the best means of communication between you and your remote coworkers?</i></li> <li>• <i>How comfortable are you conducting performance appraisal sessions? If not very much, would you consider asking a trusted colleague to role-play with you?</i></li> <li>• <i>Ask a trusted and knowledgeable coworker to observe you interacting with employees or team members and ask them to provide feedback about your effective interpersonal skills and those needing improvement.</i></li> </ul>
<p>6. When a team member has a good idea, <b>help promote the idea</b> instead of just selling your own ideas. This will help build alliances and increase trust at work.</p>	

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<i>Your Role (continued)</i>	
7. Reduce your criticism of others. <b>Focus on the positive</b> side of individuals rather than the negative. Make a mental note of your employees' positive attributes and try to focus on their strengths in the future.	<b>Action Items:</b> <ul style="list-style-type: none"><li>• <i>What can you do to further develop your communication skills?</i></li><li>• <i>What can I do to support you?</i></li></ul>
8. Try to <b>be as open and relaxed as possible</b> , even when you are very busy. Show people you value your relationships and will always make time for them. Use an <b>open door policy</b> to show employees they can bring concerns to you. Communicate your interest in their sharing concerns with you. In a virtual environment, make sure to keep lines of communication open - use internal messaging platforms, e-mails and calls to stay connected.	
9. When discussing with an employee an error made, be sure to <b>confront the problem, not the person</b> .	

What steps (goals) can you take immediately to begin working on some of these development opportunities?

What do you plan to have accomplished within the next 30-days regarding these steps and your development goals?