

Communication Coaching Model

When coaching employees on their communication skills, follow the steps in the Turpin Coaching Model to help you:

- Focus feedback on the goals you and the employee are trying to achieve.
- Focus on what you have observed, not your assumptions about what you observed.
- Make specific (and prioritized) recommendations appropriate for the individual.
- Help the employee develop self-awareness and objectivity.

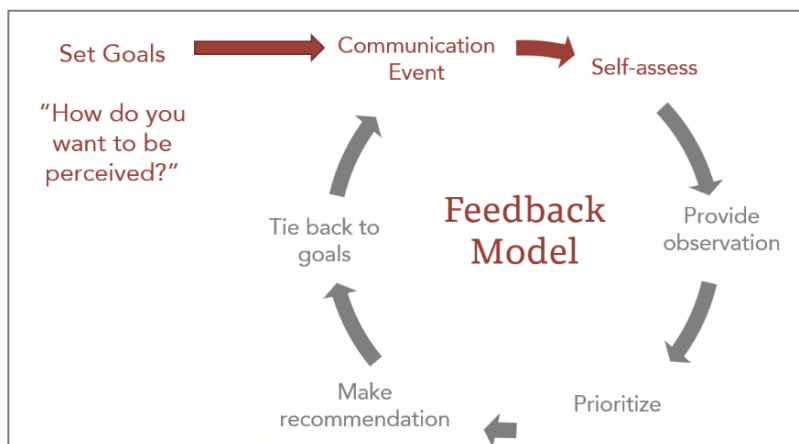
Avoid:

- Trying to do too much at one time. Small victories that build over time are better than a series of failed attempts because the employee felt overwhelmed.
- Telling the employee exactly what to say next time. Scripting never works.
- Using phrases such as “what I would have said is ...” Taking this approach can seem unfair. You may lack the context of conversations the employee has had previously.

Goal setting

Ask: “How do you want to be perceived?”

Goal setting is a one-time event, but additional goals can be added as the employee builds self-awareness and grows in their career.



Follow the rest of the feedback model’s pattern, and keep in mind that this is an iterative process that can be repeated over the course of a day or months.

After The Communication Event

Self-assess

Get them talking so that you understand their degree of self-awareness.

- “How did that feel?”
- “What are your thoughts about how that went?”

Be curious about their response and try to get an accurate picture of their level of self-awareness. It's only by understanding their sense of how things went that you will understand where to start with your own observation.

Provide observation

When you do begin to speak, build on what they've said so that they feel heard. You may agree with them or disagree; either way, acknowledge what they've said. Then:

- “Here's what I saw”
- “Here's what I heard”
- “The thing that I noticed”

Prioritize

It's important not to overwhelm the employee. While there may be several missteps you'd like to address, do so one or two at a time. If the person is easily overwhelmed, start with something simple they can succeed with.

Make recommendation

- “We talked about a lot, but let's focus on listening and really focusing on them.”
- “Let's start by trying to be more concise.”

Tied back to goals

When you tie your recommendation back to the goals they set for themselves, they'll begin to understand why your recommendation is important for their success.

- “You said you'd like to be perceived as a great listener. Focusing on them and working to understand their body language will help.”
- “You said you want to be more concise, so it makes sense to start there.”