

How to Coach Managers Using CliftonStrengths

Transformational coaching allows people to see life with a fresh perspective — a new way to view who they are, their work and the world around them. Use these four conversations to coach managers and help them reach their goals.

Conversation 1: Establish the Relationship

The coaching relationship is like other relationships we have in our personal lives. It involves investing in another person by doing things for that person's benefit without considering your own reward. To build a strong coaching relationship, be understanding, thoughtful, considerate, supportive and sensitive to the other person's thoughts and feelings. **Encourage the manager you are coaching to be open about their current situation, struggles and victories.**

Questions for Managers:

- What do you love about being a manager?
- What is the worst part about being a manager?
- What makes you a great manager?

Recommended Tools: Client Intake Form (Getting to Know Your Client Discussion Guide)

Conversation 2: Understand the Strengths Profile

Help managers understand their CliftonStrengths profile. A person's talents are their greatest source of success and contribution. When they find ways to use these talents, they become more confident, energetic and happier — and more likely to *achieve their goals*.

Questions for Managers:

- What was your first impression of your CliftonStrengths for Managers report?
- How do you use your CliftonStrengths in your role as a manager?
- What parts of being a manager come naturally to you? Why do you think that is?

Recommended Tools: "At My Best" Worksheet, First Impression Discussion Guide

Conversation 3: Gain Appreciation

People must appreciate their talents before they can develop them into strengths. You can support managers by helping them examine the intricacies of their dominant themes to learn how to recognize the power that each offers.

Questions for Managers:

- How do you see yourself differently after reading your CliftonStrengths for Managers report?
- Which of your CliftonStrengths helps you the most as a manager?
- Which of your CliftonStrengths could get in your way the most as a manager?

Recommended Tools: Strengths Appreciation Discussion Guide, Talent Map, Theme Awareness Worksheet

Conversation 4: Invest in Talents

Managers must practice using and developing their talents to turn them into strengths. Your goal during this conversation is to help managers identify how they will invest in their talents to be better equipped to achieve their goals, have meaningful discussions and respond to everyday situations.

Questions for Managers:

- What is the most important goal for you right now? How can you use your CliftonStrengths to achieve it?
- Which action items will you try first?
- How will you know if you have been successful as a manager?

Recommended Tools: Investing in Strengths Discussion Guide, Individual Development Plan